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# USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR)

Annual Report

October 2015 – September 2016 (FY 2016)



*SHAHAR Mayor's September 1 meeting at USAID with the US Ambassador, USAID Mission Director and senior level USAID officials (immediately following the August 28-29 National Mayors' Conference and the August 30 SHAHAR Mayors' Conference).*



*Afghan President Mohammad Ashraf Ghani addresses the mayors of Afghanistan's 33 provincial capital municipalities during his keynote address for the Second Annual National Mayors' Conference in Kabul on August 28, 2016.*

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## ACRONYMS

ADC	Area Development Council
AFMIS	Afghanistan Financial Management Information System
AFY	Afghan Fiscal Year
AMEP	Activity Monitoring & Evaluation Plan
ANSF	Afghan National Security Force
ARTS	Afghanistan Reliable Technology Services
ASPWY	Action Strategies for Participation of Women and Youth in Municipal Governance
ATR	Assess, Transform and Research Consulting
BLFCS	Business Licensing and Fee Collection System
BPAs	Blanket Purchase Agreements
CBP	Capacity Building Plan
COR	Contracting Officer's Representative
CPAR	Contractor Performance Assessment Report
CSC	Citizen Service Center
CUSDM	Competitive Urban Service Delivery Mechanism
DMM	Deputy Ministry of Municipalities (formerly known as the General Directorate of Municipal Affairs)
DO	Development Objective
DoWA	Directorate of Women's Affairs
DQA	Data Quality Assurance
EA	Embedded Advisor
EMT	Embedded Municipal Team
EDP	Economic Development Plan
ERF	Environmental Review Form
ERR	Environmental Review Report
FAF	Foreign Assistance Framework
FY	Fiscal Year
GDMA	General Directorate of Municipal Affairs (now known as Deputy Ministry of Municipalities)
GFMIS	Government Financial Management Information System
GIRoA	Government of the Islamic Republic of Afghanistan
GIS	Geographic Information Systems
HICD	Human and Institutional Capacity Development
HR	Human Resources
ICAT	Institutional Capacity Assessment Tool

ICMA	International City/County Management Association (DAI SHAHAR partner)
ICT	Information and Communications Technology
IDLG	Independent Directorate of Local Governance
IED	Improvised Explosive Device
IFMS	Integrated Financial Management System
IFRS	International Financial Reporting Standards
INS	Insurgents
IR	Intermediate Result
KCO	Kabul Central Office
KT	Kabul Technical Team
LEDPs	Local Economic Development Plans
LTTA	Long-Term Technical Advisor
M&E	Monitoring and Evaluation
MAB	Municipal Advisory Board
MGCI	Municipal Governance Capacity Index
MoF	Ministry of Finance
MOU	Memorandum of Understanding
MoWA	Ministry of Women's Affairs
MUDA	Ministry of Urban Development Affairs
NGO	Nongovernmental Organization
NPP	National Priority Program
OCAT	Organizational Capacity Assessment Tool
PAR	Public Administration Reform
PIRS	Performance Indicator Reference Sheets
PMP	Performance Management Plan
PPP	Public-Private Partnership
RA	Regional Advisor
RAMP-UP	Regional Afghan Municipalities Program for Urban Populations
RF	Results Framework
RFP	Request for Proposals
RFQ	Request for Quotes
RGAPs	Revenue Generation Action Plans
RSI	Rahman Safi International Consulting (SHAHAR M&E Partner)
RTT	Regional Technical Team
SHAHAR	USAID Strong Hubs for Afghan Hope and Resilience Project
SNG	Sub-National Governance

SOP	Standard Operating Procedure
STBCS	Safayi Tax Billing and Collection System
STTA	Short-Term Technical Advisor
SWM	Solid Waste Management
SWMP	Solid Waste Management Plan
SWOT	Strengths, Weaknesses, Opportunities, and Threats analysis
TAMIS	Technical and Administrative Management Information System
TWG	Technical Working Group
UN	United Nations
USAID	United States Agency for International Development
VBIED	Vehicle Borne Improvised Explosive Device

## TERMS

<i>Gozar</i>	Neighborhood
<i>Nahya</i>	Municipal district
<i>Wakil or Kalantar</i>	<i>Nahya</i> or <i>gozar</i> representative
<i>Mustoufiat</i>	Provincial line directorate of Ministry of Finance
<i>Tashkeel</i>	Administrative structure of a GIRoA entity
<i>Safayi</i>	Service charge and property tax
<i>Sharwali</i>	Municipality
<i>Moqarara</i>	Regulation

## ABOUT SHAHAR

Municipalities play a unique and important role within Afghanistan's sub-national governance (SNG) architecture. They are fiscally independent units of government, capable of raising revenue and investing in urban services and infrastructure. They are the face of Afghanistan's urban local public sector, positioned to consult citizens, assess local needs, and respond to a growing Afghan urban populace. By creating new public-private partnerships, investing in new infrastructure, and constructing modern markets for trading, municipalities are instrumental in shaping the economic conditions that will lead to more jobs.

While Afghan municipalities have evolved in recent years because of targeted USAID and other donor programs, the challenges faced by Afghan municipalities are still immense. The capacity to perform core municipal functions is conspicuously low, particularly in smaller cities.

The objective of the USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) Program is to create well-governed, fiscally sustainable Afghan municipalities capable of meeting the needs of a growing urban population. This objective is being achieved through program activities in the following three components.

**Component A – Assistance to DMM:** Component A strengthens the coalescence of a linked system of municipal governance throughout Afghanistan, with DMM at its center, and builds DMM's human and institutional capacity to function as intended. By the end of the program, DMM will have the capacity to properly fulfill its mandate under Afghan law, overseeing the performance of all SHAHAR municipalities through a networked financial management information system, promulgating technical guidance and standard operating procedures (SOPs) that set standards for municipal functioning nationwide, and providing training and technical assistance to municipalities.

**Component B – Assistance to Mayors and Municipal Administrations:** Component B is the core of SHAHAR and is inseparable from Component A, as it builds the institutional and human capacities of Afghan municipalities to enable them to participate in a linked municipal governance system held together by DMM at the center. With SHAHAR support, municipalities are developing the institutional resilience to effectively meet citizen priorities and service delivery needs in a manner that is transparent, accountable, and fully representative of citizen interests. By the end of the program, the municipalities will have strategic plans developed in consultation with their citizens; a modern financial management system; and the tools, technologies, best practices, and professional networks necessary to facilitate the ongoing development of municipal leadership and staff long after SHAHAR assistance has come to an end.

**Component C – Assistance to Municipal Advisory Boards (MABs):** Component C activities focus on the development of institutions that support an essential ingredient in municipal governance – the ability of citizens from all walks of life to collectively register their voices to municipal decision-makers and to hold them accountable for their actions. By supporting MABs, SHAHAR is laying the groundwork for elected Municipal Councils as permanent fixtures of Afghan municipal governance.

During Fiscal Year (FY) 2015 and FY 2016 SHAHAR was implemented in the following 20 provincial municipalities across Afghanistan: Aybak, Maymana, Mazar-e-Sharif, Puli Khumri, and Shibirghan in the North Region; Asadabad, Chaharikar, Gardiz, Ghazni, Jalalabad, Maydan Shahr, Mihtarlam, and Puli Alam in the East Region; Kandahar, Lashkar Gah, Qalat, and Tirin Kot in the South Region; and Feroz Koh, Hirat and Qala-I-Naw in the West Region.

## ANNUAL REPORT AND PERIOD OF PERFORMANCE

SHAHAR's annual and quarterly reporting periods align with the United States Government's (USG's) fiscal year (FY), which begins on October 1 and ends on September 30. Therefore, the Year 1 Work Plan aligned with FY 2015 and the Year 2 Work Plan with FY 2016; the Year 3 Work Plan will align with FY 2017. It should also be

noted that the Year 1 Work Plan covered only a ten-month period (December 2014 – September 2015), due to the program being awarded on November 30, 2014.

In accordance with its contract, a separate fourth quarter (Quarter 4) report is not required, as fourth quarter program highlights are included in SHAHAR's annual reports.

Due dates for SHAHAR's Statement of Work Deliverables for USAID align with its program or contract year, which begins on November 30 and ends on November 29 each year over the life of the program.

Data for certain financial and budgetary indicators are of necessity reported based on the Afghan fiscal year (AFY), which, in turn, is based on the Persian Calendar. The Persian calendar year corresponds to March 22 – March 21 on the Gregorian Calendar. The Afghan fiscal year corresponds to December 22 – December 21 and roughly aligns with the Gregorian Calendar year. For example, the current Afghan fiscal year (AFY 1395) roughly aligns with calendar year 2016 on the Gregorian Calendar and the last three quarters (January – September) of the USG's FY 2016 (October 1, 2015 – September 30, 2016).

## SHAHAR PARTNERS

**International City/County Management Association (ICMA):** ICMA is a major SHAHAR subcontractor and long-standing DAI partner. ICMA contributes technical expertise in municipal governance and an extensive Afghan talent pool. Since 2004, ICMA has been involved in the implementation of nine municipal capacity building programs in Afghanistan.

**Synergy International Systems:** Synergy has supported the Afghan Directorate of General Budget since 2002 and manages the assessment, development, and deployment of IFMS and ICT systems. The Synergy IFMS Team Manager (embedded in the SHAHAR Kabul Technical Team) works closely with DMM to establish the National IFMS Hub and will spend a substantial amount of time at DMM.

**Assess, Transform and Research Consulting (ATR):** ATR is an Afghan capacity assessment and development firm and leads the development and deployment of the MGCI baseline and midline assessments and the development of capacity building plans (CBPs) for SHAHAR municipalities, MABs and GDMA. ATR trains DMM staff in the use of the MGCI tool and will transfer it to DMM after Year 2. The Human and Institutional Capacity Development (HICD) Manager (embedded in the SHAHAR Kabul Technical Team) also works with the Kabul Technical Team (KTT) and regional embedded HICD Specialists to develop and implement the CBPs for municipalities and Municipal Advisory Boards (MABs.)

**Rahman Safi International Consulting (RSI):** RSI is an Afghan M&E firm; RSI leads development and deployment of baseline and end line citizen perception surveys and manages SHAHAR's M&E functions. The RSI M&E Senior Specialist is embedded in SHAHAR's Kabul Central Office and regional M&E Specialists are embedded in SHAHAR regional offices.

**Sayara:** Sayara is an Afghan media and communications firm and leads development of the Shir Sultan national media campaign promoting clean cities and environmental stewardship.

## ANNUAL PROGRAM HIGHLIGHTS

Much has been accomplished since the SHAHAR program was awarded on November 30, 2014:

- Approximately \$1.25 million has been invested in 14 infrastructure and service delivery projects through the Competitive Urban Service Delivery Mechanism (CUSDM). In addition to providing much needed

services for citizens, these projects are also specifically designed to provide invaluable experience-based learning platforms for municipal employees to learn and practice essential project management skills.

- In addition to the CUSDM projects, SHAHAR's municipal embedded advisors and regional technical advisors assisted in the identification, selection, prioritization, design, procurement and/or implementation of municipal development budget projects (often through public private partnerships). Similar to the CUSDM projects, these municipal development projects are also used as experiential learning platforms for capacity transfer to municipal officials and staff.
- By December 2016, there will be a functioning Citizen Service Center in ten of SHAHAR's partner municipalities. These Citizen Service Centers will become important communication and coordination mechanisms, making it easier and more convenient to do business with the municipalities, enhancing customer service, improving transparency and accountability, and reducing opportunities for corruption.
- In December 2015, the mayors of all 33 provincial capital municipalities established the National Municipalities Network as the first step toward the eventual creation of a National Union of Afghan Municipalities. During the Second Annual National Mayors' Conference in August 2016, the provincial capital mayors unanimously agreed to move forward with the establishment of the proposed National Union of Afghan Municipalities.
- Eight mayors and four female MAB members participated in a week-long study tour to Turkey in April 2016 to enable them to better understand and appreciate the services and benefits that a National Municipalities Union might provide their municipalities and to observe first-hand the broad spectrum of service delivery mechanisms Turkish municipalities are using that might be contextualized and used to improve municipal service delivery in Afghanistan.
- The Integrated Financial Management System (IFMS), initially introduced by the RAMP UP program, is now functioning in 12 of SHAHAR's partner municipalities and has automated many of the functions related to business licensing, parcel registration, and *Safayi* tax billing and collection.
- The Shir Sultan national media campaign in support of clean cities and environmental stewardship was launched in June 2016. The campaign targets impressionable school-aged children to motivate them to become environmentally responsible adults, thus affecting sustainable change in Afghanistan's rapidly urbanizing environment. By March 2017, the initial televised pilot episode will be followed by 3 more televised episodes of Shir Sultan.
- Using the Municipal Governance Capacity Index (MGCI) assessment tool developed for the SHAHAR program, a baseline capacity assessment was conducted in June 2015 for all 20 SHAHAR partner municipalities, the results of which informed the development of municipality-wide, departmental and individual capacity building plans for each partner municipality. A midline assessment of each municipality was completed during August 2016 and will be used to update each municipality's capacity building plans.
- As of September 30, 2016, 1,733 municipal participants (*note: this number represents the total number of participants trained, not individuals; for example, the same individual may have participated in several of the training events*), of which 165 or 9.5% were female, were trained by SHAHAR in a wide range of technical areas that are vital to improving the performance of SHAHAR's partner municipalities, such as: business registration and licensing, *Safayi* tax billing and collection, budget preparation and execution, preparation of Revenue Generation Action Plans (RGAPs), structuring of public private partnerships (PPPs), development of Economic Development Plans (EDPs), municipal addressing, compliance with Afghan

procurement laws and procedures, project management, AutoCAD, preparation and implementation of environmental compliance plans, solid waste management planning, citizen service centers and customer service excellence, anti-corruption, anti-harassment, gender awareness and gender mainstreaming, citizen engagement, process mapping and re-engineering of work flows, and Municipal Advisory Board (MAB) roles and responsibilities.

- Compared to previous years, the time required for DMM to approve the FY 1395 municipal budgets submitted by partner municipalities was significantly reduced because of more accurate, higher quality budget submittals, due in large part to the budget preparation training and technical assistance provided by SHAHAR, as well as the training and technical assistance provided for the preparation of Revenue Generation Action Plans by each municipality.
- Partner municipalities were introduced to the concept of using public private partnerships (PPPs) to not only provide needed municipal services, but to also generate additional revenues to improve or expand existing services. PPP Focal Points and Committees have been appointed in all municipalities and have been provided training and technical assistance in structuring PPP agreements. As of September 2016, ten PPP agreements were concluded in five partner municipalities, and another 32 are in the process of being concluded for implementation during Year 3.
- All partner municipalities developed Economic Development Plans (EDPs) through a collaborative process involving citizens and a wide variety of economic development stakeholders. Several of the projects prioritized in these (EDPs) are now being implemented through CUSDM infrastructure and service delivery projects, with many more being included in partner municipalities' PPP pipelines for implementation during Year 3.
- All 20 partner municipalities completed Solid Waste Audits and Solid Waste Management Plans (SWMPs) this year. Developed through a public consultative process, these SWMPs address such technical and engineering issues as: the legal environment for implementing solid waste reduction, reuse and recycling (3Rs) initiatives; source reduction policy options and waste minimization approaches; landfill development; management of different types of wastes; climate change issues; privatization opportunities; analysis of household behaviors, attitudes and beliefs; and resources and funding options.
- A draft standard operating procedure (SOP) for the application of a municipal addressing system was developed, preliminarily approved by DMM and pilot tested in *Nahya 4* of Chaharikar Municipality, resulting in the installation of temporary street signs for all 88 streets and the spray painting of doorway numbers on all 2,680 residential and commercial doorways. The SOP manual was subsequently further refined based on international best practices and an addressing manual previously developed by the Ministry of Communication and Information Technology (MCIT) and piloted in Kabul. Bids for the installation of permanent street signs and doorway numbers in Chaharikar *Nahya 4* were received and evaluated; award of the contract is awaiting DMM approval of the final SOP Manual.
- Significant progress continues to be achieved regarding both the engagement of women in municipal decision-making processes and the employment of women with partner municipalities. Since the inception of the SHAHAR program, 30 women have been employed in municipalities and 115 female interns have been placed with partner municipalities. Additionally, all partner municipalities, many for the first time, have provided separate and adequate facilities – toilets, lunch/prayer rooms, transportation to and from work, and, where culturally required, separate office space – for female staff members.



- In collaboration with DMM, Municipal Advisory Boards were re-established, oriented in relationship to their roles and responsibilities and inaugurated in 18 of SHAHAR's 20 partner municipalities. The Municipal Advisory Boards in the remaining two SHAHAR municipalities are scheduled to be re-established during October 2016.

## QUARTER 4 PROGRAM HIGHLIGHTS

### JULY 2016

#### NORTH REGION

On July 12, the Shibirghan SHAHAR Strategic Planning Advisor/Team Lead and Admin/Gender and Youth Assistant delivered Gender Awareness and Mainstreaming training for 32 municipal officials and Municipal Advisory Board (MAB) members (25 men and seven women). The Municipality's existing Gender Awareness and Mainstreaming Action Plan was updated, and the Mayor and municipal officials committed to its implementation.

On July 17-20, the Shibirghan and Puli Khumri SHAHAR teams supported the groundbreaking ceremony for the Construction of Mini Bus Terminal project in Shibirghan and Construction of Boundary Wall for *Qahwa Khana* Park in Puli Khumri, funded through SHAHAR's Competitive Urban Service Delivery Mechanism (CUSDM). There were 100 participants (93 men and seven women) in Shibirghan and 70 participants (65 men and five women) in Puli Khumri, including the Baghlan Governor, Jawzjan Deputy Governor, provincial line directorate staff, members of both Provincial Councils, Municipal Advisory Board (MAB) members, municipal officials, Wakil-e-Gozars, citizens, and media

During the respective ceremonies, the Baghlan Governor and Jawzjan Deputy Governor briefly provided details of the project to the local media and emphasized that the quality of the projects should be assured. They marked the projects as important projects for the citizens of Puli Khumri and Shibirghan. The SHAHAR program will fund 75% of the cost of the projects, with the remaining 25% to be funded by the municipalities.

On July 18-19, the Mazar-e-Sharif, Aybak, and Puli Khumri SHAHAR teams delivered the Gender Awareness and Mainstreaming and Independent Directorate of Local Governance (IDLG) Anti-Harassment workshops to their respective municipal officials, MAB members, representatives of the Directorates of Women's Affairs (DoWA), and members of youth associations. The participants numbered 32 (18 men and 14 women) in Mazar-e-Sharif, 25 (21 men and four women) in Aybak, and 32 (22 men and ten women) in Puli Khumri. The respective mayors and/or acting mayors spoke about the importance of the workshops to the participants. As the primary workshop output, the participants drafted Gender Mainstreaming Action Plans for their respective municipalities.

On July 16-19, SHAHAR's North Regional Team, along with a delegation from DMM, and the Shibirghan SHAHAR team traveled to Sar-e-Pul Municipality to both conduct the MGCI midline assessment and to pilot test the USAID STRONG HUBS FOR AFGHAN HOPE AND RESILIENCE (SHAHAR)



*On July 12, the Shibirghan SHAHAR team delivered Gender Awareness and Mainstreaming training for municipal officials and MAB members.*



*On July 17, the Shibirghan SHAHAR team supported the groundbreaking ceremony for the Construction of Mini Bus Terminal project.*



*On July 18, the Puli Khumri SHAHAR team delivered Gender Awareness and Mainstreaming and IDLG Anti-Harassment workshops.*

simplified DMM MGCI tool, jointly developed by SHAHAR and DMM. The SHAHAR team and DMM delegation met with the Sar-e-Pul Mayor and Deputy Mayor and explained the significance of the MGCI assessment. The Mayor welcomed the team and said that Sar-e-Pul Municipality urgently needs the financial and technical support of SHAHAR. The MGCI assessment team conducted two focus group discussions with municipal stakeholders, including business owners, *Qaryadars*, *Kalantars*, and youth. Afterwards, the assessment team visited each individual municipal department to collect data on the five MGCI core competencies.

On July 24-27, the Aybak and Maymana SHAHAR teams supported the groundbreaking ceremonies for the Renovation of Stadium project in Aybak and the Construction of Bus Terminal Project in Maymana, both funded through SHAHAR's CUSDM. Participants numbered 28 (23 men and five women) in Aybak and 48 (42 men and six women) in Maymana, including the Samangan Deputy Provincial Governor in Aybak, the Faryab Provincial Governor in Maymana, mayors and municipal officials, heads of provincial directorates, members of both Provincial Councils, civil society members, MAB members, subcontractors, citizens, and media. Both the Samangan Deputy Governor and Faryab Governor spoke during the ceremony attended the respective meetings and briefed the citizens and media regarding the projects, proclaiming them to be remarkable achievements for Aybak and Maymana municipalities.



*On July 24, the Aybak SHAHAR team supported the groundbreaking ceremony for the Renovation of Stadium CUSDM project.*

From July 31 to August 3, SHAHAR's respective MGCI assessment teams, along with the representatives from the North Regional Team and DMM, conducted the MGCI midline assessment in Maymana and Shibirghan municipalities. The respective MGCI assessment teams conducted two focus group discussions with municipal stakeholders, including businessowners, *Wakil-e-Gozars*, *Kalantars*, and youth in each municipality. During the meetings, the participants shared their ideas and comments in response to the structured focus group discussion guideline. Subsequently, in each municipality, the MGCI assessment team divided into two groups that, between them, visited each municipal department to collect data on the five core competencies measured by the MGCI tool.



*On July 31, SHAHAR's MGCI assessment team and DMM representatives conducted the MGCI midline assessment in Maymana Municipality.*

## **EAST REGION**

During the reporting period, the Puli Alam, Mihtarlam, Maydan Shahr, Asadabad, Jalalabad, Ghazni, and Gardiz SHAHAR teams conducted the public awareness campaign on SHAHAR's Internship Program at universities and educational institutes, women's associations and *Shuras*, and civil society organizations. The SHAHAR teams, along with their respective municipal counterparts, briefed the participants on SHAHAR and its Internship Program. During the campaigns, the SHAHAR teams distributed leaflets and brochures to the students and youth. The main objective of the Internship Program is to increase the participation of women and youth in municipal governance.



*On July 2, SHAHAR's Jalalabad Community Outreach Advisor and Admin/Gender and Youth Assistant conducted the public awareness campaign on SHAHAR's Internship Program at Nangarhar Directorate of Women's Affairs.*



On July 11, the Maydan Shahr SHAHAR team supported the groundbreaking ceremony for the Construction of Cattle Market project funded through SHAHAR's CUSDM. There were 100 participants (99 men and one woman), including the Provincial Governor, Maydan Shahr Mayor, MAB members, members of Maydan Wardak Provincial Council, provincial line directorates, municipal officials, *Ulama*, the business community, and citizens. The Provincial Governor cut the ribbon and called this project one of the important projects in Maydan Shahr.

During the ceremony, the Governor briefly provided details of the project to the local media and emphasized that the quality of the project should be assured. The Maydan Shahr Mayor also spoke and marked this project as an important project for the citizens of Maydan Shahr. This project includes the construction of the market's boundary wall, latrine, septic tank, tax collection room, and guards' house. The SHAHAR program will fund 77% of the project, with the remaining 23% to be funded by the Municipality. The number of project beneficiaries is estimated at 34,000 individuals.



*On July 11, SHAHAR's Maydan Shahr team supported municipal officials with the groundbreaking ceremony for the Construction of Cattle Market project.*

On July 17, SHAHAR's HICD Specialist for the East Region, the Chaharikar SHAHAR team, and DMM staff both conducted the MGCI midline assessment and pilot tested the simplified DMM assessment tool in Bazarak Municipality. The assessment team met with the Bazarak Mayor and briefed him regarding the objectives of the assessment and requested his cooperation and support for their activities in conducting it.

The MGCI midline and pilot assessments employed two focus group discussions with two different groups of citizens, each with eight people. A structured questionnaire was used, and the responses, comments and suggestions of the respondents were recorded. Structured questionnaires were also used to interview municipal staff; their answers, comments and suggestions were recorded and the required supporting data and documents collected.

On July 23-25, the Asadabad and Chaharikar SHAHAR teams supported their respective municipalities in holding the groundbreaking ceremonies for their Citizen Service Centers (CSC). There were 52 participants (all men) in Asadabad and 45 participants (38 men and 7 women) in Chaharikar, including the Kunar Provincial Governor in Asadabad, representatives from DMM, mayors and municipal staff, members of Provincial Councils, MAB members, representatives from provincial line directorates, *Ulama*, members of the business community, and citizens. The Kunar Provincial Governor and Chaharikar Mayor cut the groundbreaking ribbon in Asadabad and Chaharikar, respectively, and officially inaugurated the construction of the CSCs. Local media covered the events. Both projects are fully funded by SHAHAR.



*On July 25, SHAHAR's Chaharikar team supported the groundbreaking for the CSC project.*

## **SOUTH REGION**

On July 3, the Lashkar Gah SHAHAR team and the South Regional Team supported the opening ceremony for the Sidewalk Construction project funded through SHAHAR's CUSDM. There were 20 participants (all men), including the Helmand Governor, the Mayor and municipal officials, members of Provincial Council, representatives from government departments, community elders, and media. The Helmand Governor and the Lashkar Gah Mayor said the project is considered one of the most important in the city and, when completed, will reduce traffic congestion. The project involves the construction of 7,800 square meters of sidewalk with an estimated project cost of AFN 6,090,629. USAID SHAHAR will assist in funding and implementing 75% of the project, with the remaining 25% to USAID STRONG HUBS FOR AFGHAN HOPE AND RESILIENCE (SHAHAR)

be funded and implemented by the Municipality.

On July 12, SHAHAR's Qalat Community Outreach Advisor delivered the Independent Directorate of Local Governance (IDLG) Anti-Harassment Guideline training-of-trainers (ToT) for Qalat municipal officials. Municipal officials learned about various kinds of harassment, including verbal, visual, physical and sexual, as well as about threats and retaliation. The advisor advised municipal officials not to harass each other and to report harassment issues to their direct supervisors. The municipal staff promised to comply with the guideline.

On July 17, the Lashkar Gah SHAHAR Community Outreach Advisor conducted the hygiene awareness campaign for students of the Aino Nursery School. During the campaign, the SHAHAR Advisor taught the students that they should wash their hands with soap and water before eating food and after using the toilet. The advisor also told the students that they should keep their classrooms clean and advised them not to throw paper, plastic and food waste on school premises. The students promised to keep their school clean and to use the trash bins.

During the reporting period, the Kandahar, Lashkar Gah, and Tirin Kot SHAHAR teams delivered the IDLG Anti-Harassment Policy and Guideline training to their respective municipal officials.

On July 26, the Qalat SHAHAR Project Management/Engineering Advisor assisted the Qalat Mayor in monitoring the implementation of the Drainage and Sidewalk CUSDM project. During the monitoring, the SHAHAR Advisor provided comments on the construction and emphasized to the contractor the implementation of the project per the scope of work (SOW), the design documents, and timeline. The advisor also asked the contractor to prepare and maintain a site journal and to adhere to the project's health and safety plan. Currently, the site preparation and excavation activities are underway, and the percentage of completion is about 25%.

On July 31, the Tirin Kot SHAHAR team supported the groundbreaking ceremony for the Construction of Women's Park project funded through SHAHAR's CUSDM. There were 14 participants (13 men and one woman), including the Uruzgan Provincial Governor, the Tirin Kot Mayor and municipal officials, members of the Provincial Council, the DoWA Director, *Ulama*, community elders, media, and citizens. The Uruzgan Provincial Governor cut the groundbreaking ribbon and promised his support in implementing the project and improving the services and facilities available to women in Tirin Kot.



*On July 26, SHAHAR's Qalat Project Management/Engineering Advisor assisted the Mayor in monitoring the Drainage and Sidewalk project.*



*On July 31, the Tirin Kot SHAHAR team supported the groundbreaking ceremony for the Construction of Women's Park project.*

## **WEST REGION**

During the reporting period, the Hirat and Feroz Koh SHAHAR Strategic Planning Advisors/Team Leads supported their respective municipal officials in presenting their municipalities' Local Economic Development Plans (LEDPs) to the MAB. There were 32 (28 men and four women) participants in the Hirat MAB meeting and 13 (12 men and one woman) in the one in Feroz Koh. The presentations covered the objectives of the LEDPs and the roles of the MAB in implementing the plan. The MAB members considered the LEDP a significant plan and promised to support its implementation.



*On July 20, the Hirat SHAHAR Strategic Planning Advisor/Team Lead supported the municipal Planning Manager in presenting the LEDP to the MAB.*

On July 3, the Feroz Koh SHAHAR team supported the groundbreaking ceremony for the Upgrading of *Dara Qazi* Park project funded through CUSDM. The participants included: MAB members, Provincial Council members, civil society members, representatives from the Provincial Governor's Office and government departments, and municipal officials. The SHAHAR program will fund 75% of the project, with the remaining 25% funded by the Municipality, which has already started constructing the surrounding wall as its contribution.

On July 12, the Qala-I-Naw SHAHAR team supported the Municipal Cleaning and Greening Manager in presenting the Solid Waste Management (SWM) operational plan to the Mayor and newly elected MAB members. The plan is for the next five years, consisting of projects and activities meant to improve municipal SWM. During the meeting, municipal officials asked the MAB members to support the Municipality in implementing the plan. MAB members responded positively.

On July 27-28, SHAHAR's Kabul Integrated Financial Management System (IFMS) Team conducted IFMS training for ten (eight men and two women) Hirat municipal staff. During the training, participants learned how to access the IFMS database, use the *Safayi* and business licensing modules, and print *Safayi* Notebooks and business licenses. This training will enable the Municipality to start using the *Safayi* and business licensing modules and improve both the transparency and effectiveness of its revenue collection activities.

On July 30, SHAHAR's Hirat team assisted municipal officials in ordering 50 metal garbage bins to improve solid waste collection and the cleanliness of the municipality by encouraging citizens not to throw their trash on sidewalks or in drainage canals.



*On July 27-28, SHAHAR's Kabul IFMS team delivered the IFMS training for Hirat municipal officials.*

## **WOMEN AND YOUTH INITIATIVES**

On July 3, the Maymana SHAHAR Community Outreach Advisor and the Municipality's Gender Focal Point met with female municipal staff members and MAB members to discuss the problems and challenges they face. The female municipal staff members raised concerns regarding the lack of basic, gender-friendly work facilities and services, such as transportation, childcare, and a separate restroom and prayer room for women. They also discussed the lack of opportunities for them to participate in municipal decision-making and key activities. The Municipal Gender Focal Point promised to share these issues and concerns with the Mayor and attempt to find solutions.



*July 3, Maymana's SHAHAR Community Outreach Advisor and Gender Focal Point met with female municipal staff members.*

On July 24, the Maymanna SHAHAR Community Outreach Advisor assisted the Municipal Gender Focal Point in meetings with the heads of DoWA and the Youth Department to provide them with the list of the Municipality's vacant jobs and solicit their assistance in encouraging women and youth to apply for the announced positions. In doing so, the Municipal Gender Focal Point emphasized the importance of the participation of women in municipal governance. The heads of DoWA and the Youth Department pledged to share the vacancies with women and youth and ask them to apply for the positions.



*On July 31, the Mazar-e-Sharif SHAHAR team assisted a female MAB member in presenting the ASPWY in Municipal Governance to 39 women.*



Advisor and Admin/Gender and Youth Assistant assisted a female MAB member in presenting the Action Strategies for Participation of Women and Youth (ASPWY) in Municipal Governance to 39 women during a meeting at the Women's Garden. The MAB member first explained the roles and responsibilities of the MAB and then introduced the ASPWY in Municipal Governance. During her presentation, she encouraged the women to participate in municipal activities and to help the Municipality keep the city clean. The MAB member concluded her presentation by urging the women to apply for vacant positions in the Municipality.

## AUGUST 2016

### DEPUTY MINISTRY OF MUNICIPALITIES (DMM)

On August 12, one of SHAHAR's own was recognized by the President of Afghanistan for winning the Regional Economic Cooperation Conference on Afghanistan (RECCA) contest on World Youth Day. Shoaib Ahmad Rahim is an economist, youth activist and development practitioner who serves as SHAHAR's embedded Economic Development/PPP Advisor for DMM. He was orphaned at the age of ten while his family was living in Pakistan as refugees. He obtained a Master of Business Administration (MBA) degree, with a specialization in Finance, from Pakistan and Master of Science (MS) degree in Development Economics from England. He works for the promotion of higher education and provides guidance to young Afghans interested in securing international scholarships.



*On August 12, the President of Afghanistan praised the SHAHAR DMM Economic Development/PPP Advisor.*

Shoaib regularly writes about the national and regional political economies in Afghanistan, and his articles have been published in Pashto, Dari, English, and Hindi languages in national and international media. The paper he submitted for the RECCA writing contest about "The Silk Road through Afghanistan" was awarded first place by a panel of qualified and seasoned professors from The Hague Institute in Holland and Columbia University in the United States. Contestants from Afghanistan and other countries in the region had submitted a total of 20 papers.

In recognition of his social and academic contributions, the President of Afghanistan named him among the inspirational youth of the country and personally congratulated him for winning the RECCA Contest.

On August 28-29, the SHAHAR program and DMM held the Second Annual National Mayors' Conference in Kabul for SHAHAR and non-SHAHAR municipalities. The conference opened at the Presidential Palace with a keynote address by the President of Afghanistan. Those in attendance included all 34 of the provincial municipality mayors, the Acting Director of IDLG and Deputy Minister of Municipalities, the Minister of Urban Development and Housing, IDLG/DMM officials, SHAHAR's Chief of Party (COP) and Deputy Chief of Party (DCOP), and 19 other SHAHAR staff members.

In his opening speech, the Deputy Minister of Municipalities explained the goals and objectives of the conference and highlighted the achievements of both the municipalities and DMM in municipal budgeting, revenue generation, service delivery, and staff development.

In his keynote address, the President of Afghanistan expressed his strong commitment to the attainment of positive and tangible changes in every municipality and urged the mayors to facilitate information sharing, enhance coordination, and continually improve municipal management. He challenged the mayors to win the trust of their citizens by listening to their needs and requests and taking positive steps toward meeting them.



*On August 28-29, the SHAHAR program and DMM held the Second Annual National Mayors Conference.*

The conference continued in the Kabul Star Hotel, with USAID's Acting Mission Director addressing the

conference attendees via a pre-recorded video. In his comments, he expressed USAID's continuing commitment to support Afghan municipalities in their efforts to better meet citizen priorities and service delivery needs and in establishing a National Union of Municipalities.

During the remainder of the two-day conference, DMM and all 34 provincial mayors presented their respective achievements, challenges, expectations, and recommended action items, one of which is to rapidly move forward with the creation of a National Union of Municipalities.

The Second Annual SHAHAR Mayors' Conference was held on August 30, the day after the August 28-29 National Mayors' Conference. The conference was opened with comments from the Deputy Ministry of Municipalities' (DMM's) new Urban Governance Director and SHAHAR's Chief of Party (COP). Throughout the day-long conference, SHAHAR technical advisors presented information to update the mayors regarding the program's current initiatives and its progress in the following technical areas: municipal addressing, solid waste management planning, revenue generation, budget preparation and execution, public private partnerships, citizen service centers, women and youth initiatives, and the Shir Sultan national media campaign on clean cities and environmental stewardship. Time was allowed with for questions and answer following each 20-25 minute presentation. The conference closed with an open discussion among the mayors, moderated by DMM's Urban Governance Director, regarding their preferred way forward in establishing a National Union of Afghan Municipalities. The mayors unanimously agreed to move forward with a union of municipalities, rather than a union of mayors, and to do so as soon as reasonably possible.



*Special Representative of the President on Good Governance and Reform addressing the National Mayors' Conference on August 29 at the Kabul Star Hotel, Venue for both the National Mayors' and SHAHAR Mayors' Conferences*

On September 1, the mayors met with the US Ambassador, USAID Mission Director and other senior USAID officials to express their appreciation for USAID's support of their municipalities and citizens through both the RAMP UP and SHAHAR programs and to present both the Ambassador and Mission Director with an appreciation letter signed by all 20 SHAHAR mayors. The mayors also described for the Mission the challenges they are facing as mayors of Afghanistan's rapidly urbanizing municipalities, including security challenges, and again expressed their enthusiasm and strong support for the establishment of a National Union of Afghan Municipalities.

## NORTH REGION

On August 6-11, SHAHAR's MGCI midline assessment teams, along with representatives from the North Regional Technical Team and DMM, conducted the MGCI midline assessment in Mazar-e-Sharif and Aybak municipalities. The assessment teams facilitated two structured focus group discussions with municipal stakeholders, including business owners, *Wakil-e-Gozars*, *Kalantars*, and youth in each municipality.

During the discussions, the participants shared their ideas and comments in response to the focus group discussion guideline. Subsequently, each MGCI assessment team was divided into two groups and visited each municipal department in each municipality to collect data on the five core competencies assessed by the MGCI tool.



*On August 6-11, SHAHAR's MGCI assessment team and DMM representatives conducted the MGCI midline assessment in Mazar-e-Sharif Municipality.*

On August 13-16, SHAHAR's MGCI assessment teams, along with representatives from the North Regional Team and Deputy Ministry of Municipalities (DMM), conducted the MGCI midline assessment in Mazar-e-Sharif and Puli Khumri municipalities. In Puli Khumri, the MGCI midline assessment team held two focus group discussions with



municipal stakeholders, including business owners, *Wakil-e-Gozars*, *Kalantars*, and youth. Following the discussion guideline the participants shared their ideas and comments. In Mazar-e-Sharif, the MGCI assessment team continued conducting the MGCI midline assessment. The assessment team divided into two groups and visited each municipal department to collect data on the five core competencies measured by the MGCI tool.

On August 24, the Shibirghan SHAHAR team assisted the Municipality in inaugurating its Refurbishment of Municipality Meeting Hall project, the first project completed under the CUSDM. The participants numbered 90 (13 women and 77 men), including the Jawzjan Provincial Governor and representatives from Shibirghan Municipality, provincial line directorates, the Provincial Council, civil society, the MAB, *Nahyas*, *Gozars*, women's groups, and the SHAHAR team. During the event, the Jawzjan Provincial Governor cut the ribbon and urged those present to support the implementation of municipal service delivery projects and SHAHAR-funded projects. The Governor added that he would start holding his Skype conference call with the President in the newly refurbished municipal meeting hall. Local and national media covered the event.



*On August 24, SHAHAR's Shibirghan team assisted municipal officials in inaugurating the Refurbishment of Municipal Meeting Hall project.*

On August 30, the Mazar-e-Sharif and Maymana SHAHAR teams supported their respective MABs in conducting their bi-weekly meetings. Participants numbered 24 (20 men and four women) in Mazar-e-Sharif and 45 (30 men and 15 women) in Maymana, including MAB members and municipal officials. In Mazar-e-Sharif, the Municipality's Cleaning and Greening Manager and Marketing Manager were invited to the meeting to answer the MAB members' questions regarding solid waste issues in *Nahya* I and market prices. The Cleaning and Greening Manager and the SHAHAR team briefed the MAB members regarding the results of the cleaning and greening public awareness campaign that was conducted at the *Nahya* level during the previous reporting week. The Mazar-e-Sharif SHAHAR team also updated the MAB members regarding the Municipality's public private partnership (PPP) action plan. In Maymana, the MAB members discussed the status of decisions arrived at during previous meetings and developed action plans for the following two weeks.



*On August 30, SHAHAR's Mazar-e-Sharif team facilitated the bi-weekly MAB meeting.*

## **EAST REGION**

On August 1, the Mihtarlam SHAHAR team supported the groundbreaking ceremony for the Municipality's new Citizen Service Center (CSC). The participants, all men, numbered 32, including provincial directorate officials, members of the Provincial Council, MAB members, *Ulama*, members of the business community, and community elders. The Mihtarlam Deputy Mayor welcomed the participants, highlighted the importance of the CSC, and briefed the participants regarding the CSC project and the services that will be available through it. During the ceremony, the Deputy Mayor and the MAB Deputy Head cut the ceremonial groundbreaking ribbon and officially inaugurated the construction work on the CSC, which has an estimated project cost of \$24,209 USD (\$23,743 USD from SHAHAR and \$456 USD from the Municipality).



*On August 1, SHAHAR's Mihtarlam team assisted with the groundbreaking ceremony for the new*

On August 6, SHAHAR's Municipal MGCI midline assessment team, along with representatives from the East

Regional Technical Team and DMM, conducted the MGCI midline assessment for Jalalabad Municipality. During the assessment, the assessment team conducted two structured focus group discussions with municipal stakeholders, including business owners, *Wakil-e-Gozars*, women, and youth. During the assessment, the team met with individual municipal departments and collected the required data and information. The assessment team then prepared the assessment report and submitted it to SHAHAR's East Regional Office. SHAHAR's Acting Regional Technical Director for the East region joined the MGCI midline assessment team, monitored the assessment process and provided feedback throughout the assessment process.

During the reporting period, SHAHAR's MGCI midline assessment teams, along with representatives from the East Regional Technical Team and DMM, also conducted the MGCI midline assessments for Mihtarlam, Asadabad, Puli Alam, Ghazni, and Gardiz. Before conducting the assessments, the assessment teams met with the respective mayors and municipal officials to brief them about the assessment process. Each assessment team facilitated two structured focus group discussions with municipal stakeholders, including business owners, *Wakil-e-Gozars*, Kalantars, and Municipal Advisory Board (MAB) members. Subsequently, each assessment team was divided into two groups and visited each municipal department in each municipality to collect data on the five core competencies assessed by the MGCI tool.



*On Aug 13, the MGCI midline assessment team conducted a focus group discussion with stakeholders in Mihtarlam Municipality.*

On August 22, the Chaharikar SHAHAR team supported the groundbreaking ceremony for the Construction of *Gul Ghundi Public Park Phase I* project, funded by the CUSDM. There were 45 participants (43 men and two women) representing Chaharikar Municipality, provincial line directorates, the Provincial Council, the MAB, *Ulama*, business persons, and SHAHAR. The Chaharikar Mayor highlighted the importance of CUSDM projects and briefed the participants regarding the *Gul Ghundi Public Park*, which will be constructed with an estimated project cost of \$175,194 USD (\$131,396 USD from SHAHAR and \$43,800 USD from the Municipality).



*On August 22, SHAHAR's Chaharikar team supported the groundbreaking ceremony for the Construction of Gul Ghundi Public Park Phase I CUSDM project.*

On August 30, SHAHAR's Ghazni, Gardiz and Maydan Shahr teams assisted their respective municipality's Cleaning and Greening Department in conducting the public awareness campaign on solid waste disposal and waste composting. During the campaign, municipal officials and SHAHAR teams distributed leaflets and posters to the citizens and placed posters in public places. The SHAHAR teams and municipal officials advised the citizens not to dump their trash in public places and, instead, to use the garbage bins that are installed in different locations across the Municipality. In Maydan Shahr, the SHAHAR Project Management/Engineering Advisor assisted municipal officials in conducting the solid waste management campaign for MAB members, community elders, and *Mullah Imams*.



*On August 30, the Gardiz SHAHAR team assisted municipal staff in conducting the public awareness campaign on solid waste management.*

## **SOUTH REGION**

On August 2, the Kandahar SHAHAR team assisted municipal officials in conducting the Public Awareness Campaign on MAB Roles and Responsibilities and MAB Election. A team of 65 volunteers (all men) helped the Municipality



conduct the campaign in all 15 of its *Nahya*

Before the campaign began, SHAHAR's Communication and Advocacy Specialist explained its purpose and objectives. The volunteers were then divided into seven groups, each with a team leader, and provided with a rental vehicle and loudspeaker to spread the campaign's messages. The campaign lasted for almost five hours and disseminated 2,000 flyers to citizens.

On August 6, the Kandahar SHAHAR team and a DMM representative met with the Kandahar Mayor, Deputy Mayor and other municipal officials to explain the process for re-establishment of Kandahar's MAB. The Mayor indicated he and his staff were prepared to lend their full support to the effort to re-establish the MAB.

On August 7, the Kandahar SHAHAR team, the DMM representative, and the Kandahar Mayor and staff met with the Kandahar Provincial Governor to explain the process for re-establishing the Kandahar MAB. The Provincial Governor pledged to support the re-establishment of the MAB, especially since it will promote more transparency in the delivery of municipal services. The DMM representative invited the Provincial Governor to the MAB inauguration ceremony, which the Governor promised to attend.

On August 7-9, the DMM representative provided training on the new DMM MAB Guideline for the Kandahar SHAHAR team, Kandahar municipal staff, *Nahya* Managers, UN-Habitat employees, and other interest groups to enable them to conduct the MAB elections in all 15 Kandahar *Nahyas*. In addition, the Qalat, Lashkar Gah and Tirin Kot SHAHAR teams and municipal officials, including municipal officials from Zarang, were invited to observe the training so that they might learn the process and use it in re-establishing the MABs in their respective municipality.

On August 13-16, the Kandahar SHAHAR team, along with the DMM representatives, assisted the Kandahar Municipality in conducting the Municipal Advisory Board (MAB) elections among the *Wakil-e-Gozars* and community elders in 15 *Nahyas*. During the elections, the SHAHAR team and DMM representatives assisted municipal officials in presenting and explaining the MAB Guideline approved and issued by DMM. Several participants nominated themselves to serve on the MAB and presented their qualifications to the voters, who were encouraged to keep those qualifications in mind when casting their votes. One *Wakil-e-Gozar* and one community elder were elected as MAB members from each *Nahya*.

On August 15, the Kandahar SHAHAR Strategic Planning Advisor/Team Lead and DMM representatives met with the Kandahar Mayor to present the MAB elections report. The Mayor thanked the SHAHAR team and DMM representatives for their hard work. The Mayor indicated he had received some complaints from citizens about the MAB election process in some *Nahyas* and asked that the MAB inauguration be postponed to allow him time to address those complaints.

On August 22, the Kandahar SHAHAR team, along with representatives from the Deputy Ministry of Municipalities (DMM), assisted the Municipality in inaugurating its newly elected Municipal Advisory Board (MAB). Participants numbered 220 (205 men and 15



*On August 2, the Kandahar SHAHAR team assisted the Municipality in conducting the Public Awareness Campaign on MAB Roles and Responsibilities and MAB Election.*



*On August 7-9, the DMM representative provided MAB Guideline training for Kandahar municipal officials, SHAHAR advisors and Nahya Managers.*



*On August 15, the Kandahar SHAHAR team assisted the Kandahar Municipality in conducting the MAB election in Nahya 3.*

women), including representatives from the Kandahar Provincial Governor's Office; the Provincial Council; Kandahar Municipality and the Municipalities of Qalat, Tirin Kot and Zaranj; provincial line directorates, former and newly elected MAB members, civil society organizations, *Nahyas*, women's groups, and SHAHAR.

The Kandahar Deputy Governor thanked the Municipality and SHAHAR team for establishing the MAB, "... as a connecting bridge between the Municipality and citizens." The Kandahar Mayor welcomed the participants and thanked the former MAB members for their achievements and for the support they provided to the Municipality. The DMM representative said the DMM is working hard to enhance citizens' participation in local and municipal governance and that the establishment of the MABs is clear evidence of this enhanced participation. The Kandahar MAB has 47 members (43 men and four women). During the inauguration ceremony, the 47 new MAB members elected two MAB members (one man and one woman) as MAB Deputy Heads and a third member as the MAB Secretary. Local and national media covered the event.



*On August 22, the Kandahar SHAHAR team and DMM representatives assisted municipal officials in inaugurating the newly elected MAB.*

On August 23, the Kandahar SHAHAR team assisted the Municipality in providing an orientation for the newly installed MAB members. During the orientation, MAB members learned about the Municipal Law, good governance, the Municipality's rules and regulations, DMM's MAB Guideline, MAB terms of reference (ToR), MAB committees and their scopes of work (SOW), MAB work plans, how to conduct effective meetings, and municipal stakeholders' activities. At the end, the following six sub-committees were established by the MAB, namely: Good Governance and Public Private Partnership (PPP), Revenue Generation, Cleaning and Greening, Economic Development and Infrastructure, Complaints Registration, and Planning and Implementation.

On August 30, the Tirin Kot SHAHAR team delivered the Gender Awareness and Mainstreaming and Independent Directorate of Local Governance (IDLG) Anti-Harassment training for 14 municipal officials (nine men and five women). Participants learned about the gender-related principles, policies, and action plans that are set out in the Constitution of Afghanistan, the Afghanistan National Development Strategy (ANDS), the National Action Plan for the Women of Afghanistan (NAPWA), and *Sharia* Law. The participants were divided into teams to develop a Gender Mainstreaming Action Plan for the Municipality and a standard operating procedure (SOP) for updating the action plan in the future. Following the training, the Municipality established a Gender Committee to monitor its progress in implementing the newly developed and adopted Gender Mainstreaming Action Plan.



*On August 30, the Tirin Kot SHAHAR team delivered the Gender Awareness and Mainstreaming and IDLG Anti-Harassment training for municipal officials.*

## **WEST REGION**

On August 7, the Hirat SHAHAR Project Management/Engineering Advisor assisted municipal officials in delivering a Solid Waste Management (SWM) presentation to the MAB Cleaning and Greening Committee to encourage them to help raise community awareness regarding proper waste segregation, collection and disposal methods through such means as meetings with community elders, Wakil-e-Gozars, and Mullah Imams. The extension of door-to-door waste collection was also discussed.



On August 15, the Feroz Koh SHAHAR team assisted the MAB in conducting its regular meeting. Participants in the meeting numbered 12 (nine men and three women), and they discussed the roles and responsibilities of MAB committees, reviewed the Local Economic Development (LED) Plan projects, and inspected the MAB office equipment.



*On August 15, the Feroz Koh SHAHAR team facilitated the MAB's regular meeting.*

On August 21-24, SHAHAR's Kabul Technical Team delivered the Municipal Addressing System training for 21 municipal officials and SHAHAR advisors from Hirat, Feroz Koh and Qala-I-Naw at SHAHAR's West Regional Office. During the training, the participants learned about types of addressing systems, DMM's Addressing Guideline, addressing system implementation steps, preparation of an addressing system action plan, and usage of QGIS software for addressing. The QGIS software was installed on the participants' laptops, and they were trained in its use for map preparation and implementation of the addressing system in their respective municipalities.

On August 28, the Qala-I-Naw SHAHAR team supported the groundbreaking ceremony for the Construction of Public Latrine project. The participants, numbered 24 (all men), including provincial line directorate officials, MAB members and municipal officials. The Qala-I-Naw Acting Mayor welcomed the participants, highlighted the importance of public latrines, and briefly described the project for those in attendance. The Acting Mayor then cut the ceremonial ribbon and officially inaugurated the construction work.



*On August 28, the Qala-I-Naw SHAHAR team supported the groundbreaking ceremony for the Construction of Public Latrine project.*

During the reporting period, the Hirat SHAHAR Project Management/Engineering Advisor supported the Municipality's Cultural and Social Department staff in preparing a public awareness program on solid waste management (SWM) to be aired through private and public television and posted on the Municipality's website and Facebook page. The purpose of this program is to educate citizens regarding proper waste collection, segregation and disposal practices. The public awareness video clip on SWM was aired by *Jawana, Taraqi, Aser, and Asia* television stations from August 27-31.

On August 31, the Feroz Koh SHAHAR team assisted the Municipality in conducting the public awareness campaign on SWM. During the campaign, 200 campaign-related posters were posted in public places. The Municipality's Youth Shura played an active role in conducting this campaign.

## **WOMEN AND YOUTH INITIATIVES**

On August 1, the Kandahar SHAHAR Community Outreach Advisor and Admin/Gender and Youth Assistant presented the Public Awareness Campaign on MAB Roles and Responsibilities and MAB Election to 15 women during a meeting of the Afghanistan Independent Bar Association (AIBA). The SHAHAR team requested the participants to participate in the upcoming MAB election and to consider nominating themselves for MAB membership.



*On August 1, the Kandahar SHAHAR team presented the MAB Roles and Responsibilities and MAB Election Public Awareness Campaign to a meeting of the Afghanistan Independent Bar Association.*

On August 9, the Maymana SHAHAR team and Municipal Gender Focal Point met with the newly appointed Mayor to introduce four new female interns, as well as to share the Action Strategies for Participation of Women and Youth (ASPWY) in Municipal Governance with him. Since the administrative reform process is

underway in Maymana, opening all the municipality's *Tashkeel* positions to competition, the Mayor also was encouraged to recruit and hire women in some of the municipality's key management positions. The Mayor welcomed the new interns, assured everyone of his support for the implementation of the ASPWY in Municipal Governance, and committed to increasing the number of women employed by the Municipality.

On August 8, the Mazar-e-Sharif SHAHAR Community Outreach Advisor, Admin/Gender and Youth Assistant and the municipal Gender Focal Point met with the Municipality's female staff and female MAB members to discuss the problems and challenges they encounter, as well as progress in implementing the ASPWY in Municipal Governance. During the meeting, the women identified the following concerns and challenges: no municipality provided or subsidized transportation to and from work; no specific budget allocated for gender-based activities, such as celebrating International Women's Day and conducting gender-related workshops; no kindergarten in the municipality; and women not being involved in municipal decision-making processes and other key municipal activities. The Municipal Gender Focal Point and SHAHAR team promised to share these challenges and concerns with the Mazar-e-Sharif Acting Mayor and to work toward viable solutions.



*On August 8, the Mazar-e-Sharif SHAHAR team met with female municipal staff and female MAB members to discuss the challenges they encounter.*

On August 15, the Maymana SHAHAR Community Outreach Advisor delivered the Independent Directorate of Local Governance (IDLG) Anti-Harassment Policy training for the new municipal interns and contract employees. The participants included four female interns and five female contract employees. During the training, all the required topics and issues were explained to the participants.



*On August 15, the Maymana SHAHAR team delivered the IDLG Anti-Harassment Policy training for municipal interns and contract employees.*

On August 16, the Mazar-e-Sharif SHAHAR Community Outreach Advisor and Admin/Gender and Youth Assistant, along with the Municipality's Gender Focal Point, met with the Acting Mayor to provide him with a progress report on the ongoing implementation of the ASPWY in Municipal Governance and, specifically, to inform him of the outcome of the August 16 meeting with the Municipality's female employees to discuss the problems and challenges they are experiencing. The Deputy Mayor promised to address their problems and challenges.

On August 22, the Maymana SHAHAR Community Outreach Advisor and Admin/Gender and Youth Assistant assisted the Municipal Gender Focal Point in conducting a meeting with the municipal female staff to discuss their problems and challenges, as well as to share the ASPWY in Municipal Governance. During the meeting, the participants identified the lack of a specific budget for gender-related activities as the main challenge in Maymana. The SHAHAR team and the Municipality's Gender Focal Point were urged to share the concerns and challenges of the female municipal staff with the Mayor.



*On August 22, the Maymana SHAHAR team assisted the municipal Gender Focal Point to meet with the Municipality's female staff.*

On August 30, the Puli Khumri SHAHAR Admin/Gender and Youth Assistant and the municipal Gender Focal Point met with the Head of the Youth Section of Baghlan Province's Information and Culture Department to enlist her support in encouraging youth and women to participate in municipal campaigns and activities. The Head of the Youth Section invited all the Municipality's female staff to participate in a meeting the following week with the Provincial Governor on gender-related activities.



## DEPUTY MINISTRY OF MUNICIPALITIES (DMM)

On September 20, the SHAHAR DMM Governance Advisor and SHAHAR's Economic Development/Revenue Generation Senior Advisor met with the DMM General Director of Urban Governance to present the draft municipal addressing standard operating procedures (SOP) manual. During the meeting, both SHAHAR and DMM officials agreed to share the manual with relevant stakeholders, such as the Ministries of Communication and Information Technology (MCIT) and Cultural Affairs.

On September 27, the SHAHAR DMM Governance Advisor finalized the comparative studies of several different national municipal unions and shared his findings with DMM leadership. The comparative study contains the following information for each municipal union studied: name of the union and country; vision and mission; and structure, functions, financing mechanism, membership, and source of registration.

After review by the DMM leadership to provide their inputs and feedback, DMM will develop a concept for establishing a similar municipal union for Afghan municipalities, considering the Afghanistan context. It is a step towards developing a practical guideline that will be supported by SHAHAR to establish a National Union of Afghan Municipalities, which was agreed to by DMM and Afghanistan's 33 provincial mayors at the Second Annual National Mayor's Conference and SHAHAR Mayor's Conference on August 28-30, 2016.

## NORTH REGION

On September 3, Maymana's SHAHAR Project Management/Engineering Advisor helped the Sectorial/Engineering Department in designing and estimating the portion of the Municipality's Bus Terminal project that represents its matching contribution. The Municipality's Procurement Department issued the Request for Proposals (RFP) for the Municipality's portion of the project and publicized the contracting opportunity in the local media. Proposals were publicly opened in the Governmental Office Meeting Hall on September 19.

The Municipality's portion of the project represents more than 40% of the cost of the overall project and includes the construction of a public latrine for both men and women, a waiting room for passengers, a semi-deep water well, a bus hangar, and a market.

On September 18-21, SHAHAR's Kabul Technical Team delivered the Municipal Addressing System training for 31 municipal officials (four women and 27 men), two DMM representatives and SHAHAR advisors from Mazar-e-Sharif, Shibirghan, Maymana, Aybak, and Puli Khumri at SHAHAR's North Regional Office. The participants learned about the different addressing approaches, addressing implementation steps, preparation of an addressing system action plan, and usage of the QGIS software that was installed on their computers for map preparation and implementation of the addressing system in their respective municipalities.

On September 26, the Aybak SHAHAR team, municipal officials and MAB members met with the Samangan Provincial Governor to update him regarding the status of the Municipality's efforts to collect the *Safayi* tax arrears owed by provincial line directorates. The participants included the Provincial Governor, Samangan Municipality's



*On September 20, SHAHAR presented the municipal addressing SOP manual to the General Director of Urban Governance and other DMM officials.*



*On September 3, the Maymana SHAHAR Project Management/Engineering Advisor assisted the Sectorial Department in designing the Municipalities contribution to its Bus Terminal project.*



Administration/Finance General Manager, MAB Deputy Head, MAB members, and SHAHAR advisors. The Samangan Provincial Governor welcomed the participants and thanked them for their hard work in delivering fair municipal services and engaging citizens in municipal decision-making

Subsequently, the municipal Administration/Finance General Manager and Deputy MAB Head presented the list of provincial directorates that have not paid their arrears to the Municipality and requested the Provincial Governor to direct them to pay their arrears. The Provincial Governor promised to discuss this in the next provincial administrative meeting and request the directorates to pay the amounts owed to the Municipality.

## **EAST REGION**

On September 20, the Gardiz SHAHAR team delivered the Municipal Addressing System workshop for 20 participants (all men), including municipal officials and Municipal Advisory Board (MAB) members. During the training, the participants learned about the different addressing approaches, addressing system implementation steps, preparation of an addressing system action plan, and planning and implementation of a community outreach campaign for addressing. In addition, the participants were trained in map interpretation in the context of municipal addressing, localization of municipal addressing principles, the use of satellite images and field surveys for street coding and doorway numbering, and how to involve the private sector in funding and implementation of municipal addressing. At the end of the training, participants were divided into three groups to draft an action plan for the implementation of the municipal addressing system in Nahya 2 of Gardiz city.

On September 25, the Puli Alam SHAHAR team supported the groundbreaking ceremony for the Citizen Service Center (CSC) project. Participants numbered 23 (all men), including municipal officials, shopkeepers, citizens, and SHAHAR advisors. By cutting the groundbreaking ribbon, the Mayor officially inaugurated the construction of the CSC. In his comments, he overviewed the CSC and highlighted its importance. The Municipality's Sectorial Manager also briefed the media about the "one-stop shop" concept and the implementation plan for the CSC project. The event was covered by local media.

## **SOUTH REGION**

On September 5, the newly elected Kandahar MAB held its first meeting. Chaired by the Mayor, the MAB discussed the important role it has in bridging the gap between Municipality and citizens. The MAB Secretary and female Deputy Head also addressed the Board and asked the Mayor to support the MAB. The Deputy Head also spoke regarding the importance of the role of women in municipal governance, especially in relation to the MAB, and thanked the Municipality, the Deputy Ministry of Municipalities (DMM) and SHAHAR for providing women the opportunity to be actively involved on the MAB.



*On September 18-21, SHAHAR's Kabul Technical Team delivered the Municipal Addressing System training for the North Region municipal officials and SHAHAR advisors.*



*On September 20, SHAHAR's Gardiz team delivered the municipal addressing workshop for municipal officials and MAB members.*



*On September 25, SHAHAR's Puli Alam team assisted the Municipality in inaugurating the CSC project.*

On September 7, SHAHAR's embedded team conducted the Gender Mainstreaming and Awareness training for 15 Qalat municipal staff. The primary objective of the training was to enhance the gender awareness of municipal officials and identify challenges in relation to gender equality and equity in Qalat Municipality. After their brainstorming sessions to identify challenges and arrive at solutions, the participants subsequently drafted a Gender Mainstreaming Action Plan (GMAP) for Qalat Municipality and a Standard Operation Procedure for updating it in the future. A municipal Gender Committee was also established during the training and will monitor the Municipality's progress in implementing its GMAP.



*The SHAHAR Qalat embedded team conducted the Gender Awareness and Mainstreaming training for municipal staff on September 7.*

During the training SHAHAR embedded advisors delivered various presentations including, but not limited to, the following: Introduction to Gender Mainstreaming; Gender Equality in Islam; Gender in the Constitution of GIRoA; IDLG and DMM policies on gender; and the National Action Plan for the Women of Afghanistan (NAPWA).

On September 20, the Lashkar Gah SHAHAR Community Outreach Advisor presented the Action Strategies for Participation of Women and Youth (ASPWY) in Municipal Governance to students at *Toar Tang* Girls High School. The SHAHAR advisor introduced the ASPWY in Municipal Governance to the students, explained the importance of women and youth participation in municipal decision-making processes, and described the gender-friendly working environment for female employees in Lashkar Gah Municipality. The SHAHAR Community Outreach Advisor encouraged the students to participate in municipal activities, briefed them and their teachers about the upcoming MAB elections in Lashkar Gah, and explained the process of filing for candidacy for the MAB. The advisor highlighted the roles and responsibilities of the MAB and the importance of women participating on the board.



*On September 20, SHAHAR's Lashkar Gah Community Outreach Advisor presented the ASPWY in Municipal Governance to Toar Tang Girls High School students.*

On September 21, SHAHAR's Qalat team and Qalat municipal officials met with the Zabul Provincial Governor and briefed him on the upcoming MAB elections. The Zabul Provincial Governor appreciated the briefing and pledged to support the Municipality in facilitating the meetings with relevant stakeholders and conducting the elections. The SHAHAR team invited the Zabul Provincial Governor to participate in the MAB inauguration ceremony.



*On September 21, the Qalat SHAHAR team and municipal officials met with the Zabul Provincial Governor regarding the MAB elections.*

On September 25-28, SHAHAR's Kabul Technical Team delivered the Municipal Addressing System workshop for Qalat, Lashkar Gah and Kandahar municipalities. The workshop was attended by 17 participants, ten municipal officials and seven SHAHAR advisors. The Kandahar Deputy Mayor opened the workshop and explained that the Municipality has agreed with UN-Habitat to register 20,000 to 23,000 houses in Kandahar and that the workshop is an opportunity for municipal officials to participate in such workshops to build their capacity in terms of municipal addressing.

During the workshop, the participants learned: how to codify streets and doorways; how to establish advisory



committees and addressing units, the benefits of an addressing system; how to generate Geographic Information System (GIS) maps for street and doorway coding; how to create reference points for addressing master plans; how to use QGIS software to digitize the addressing system; how to install street signboards and doorway plates; how to plan and conduct community awareness activities; and a recommended process for street naming.

On September 26, the Qalat SHAHAR team supported the Municipality in conducting the Public Awareness Campaign on MAB Roles and Responsibilities and MAB Election. The campaign included 20 volunteers, all men. Prior to starting the campaign, the volunteers were briefed by SHAHAR's Administrative Reform Advisor on how to convey information to the citizens in relation to the MAB and MAB elections. Subsequently, the volunteers were divided into two teams to deliver the campaign messages through loudspeakers and banners. The Public Awareness Campaign on MAB Roles and Responsibilities and MAB Election covered all four of Qalat's *Nahyas*. The volunteer teams were accompanied by SHAHAR advisors and municipal officials and informed citizens about the MAB and the importance of their participation in the MAB elections, scheduled to take place in a few weeks.



*On September 26, SHAHAR's Qalat team assisted municipal officials in conducting the Public Awareness Campaign on MAB Roles and Responsibilities and MAB Election.*

## WEST REGION

During the reporting period, the Feroz Koh SHAHAR Community Outreach Advisor and Municipal Gender Focal Point met with the HR Manager/Gender Focal Point in the Provincial Governor's Office (PGO) to share the Municipality's Action Strategies for Participation of Women and Youth (ASPWY) in Municipal Governance and to seek assistance in strengthening the capacity of the Municipality's female staff. The meeting resulted in the HR Manager/Gender Focal Point agreeing to conduct and/or coordinate vocational training and other capacity development programs for the Municipality's female staff, such as use of computer programs, public speaking, time management, management, leadership, women's rights, and anti-harassment training.



*On September 4, the Feroz Koh SHAHAR Community Outreach Advisor and Municipal Gender Focal Point met with the HR Manager/Gender Focal Point in the PGO to coordinate capacity building opportunities for female staff.*

On September 20, SHAHAR's West Region HICD Specialist conducted an orientation session for 15 municipal and West Regional Office interns (14 women and one man) to brief them on the internship program, its concept, their work plans, duration of the program, reporting requirements, and program benefits and values. During the orientation, the participants raised questions, which were answered by the SHAHAR HICD Specialist. In addition, the Qala-I-Naw SHAHAR Admin/Gender and Youth Assistant conducted the same orientation for four female municipal interns and three municipal officials.

The Hirat and Qala-I-Naw SHAHAR teams assisted their respective municipal interns in preparing their work plans for the next five months.

SHAHAR's West Regional Team assisted Sayara Strategies in launching focus group discussions in relation to the *Shir Sultan* national media campaign regarding clean cities and environmental stewardship at five high schools in Hirat city: *Sultan Ghiasuddin Ghor*,



*On September 25, SHAHAR's West Regional Team assisted Sayara Strategies in holding focus group discussions related to the Shir Sultan campaign.*

Mehri Herawi, Gohar Shad Beigum, Enqelab, and Tokhi high schools. Forty (40) eight- and nine-year-old children participated in the focus group discussions.

## **WOMEN AND YOUTH INITIATIVES**

On September 5, Mazar-e-Sharif's SHAHAR Community Outreach Advisor, Admin/Gender and Youth Assistant and Municipal Interns met with the Municipality's Human Resources (HR) Manager to discuss the Municipality's responsibility to provide a gender-friendly and safe working environment, not only for the interns, but for all female staff as well. Additionally, the need for official daily attendance records for all interns was discussed. The meeting concluded with the HR Manager pledging his full support and cooperation in providing a safe and gender-friendly working environment for the interns and in supporting and guiding them in their daily activities.

Also on September 5, Mazar-e-Sharif's SHAHAR Community Outreach Advisor, Admin/Gender and Youth Assistant and the Municipality's Social and Cultural Services Director met with a group of Balkh University students who were visiting the Municipality in conjunction with a university assignment. SHAHAR's Community Outreach Advisor took advantage of this opportunity to share the Municipality's ASPWY in Municipal Governance with the students, to explain to them the roles and responsibilities of citizens and to encourage them to take an active part in keeping Mazar-e-Sharif clean and green.

On September 20, the Mihtarlam SHAHAR Community Outreach Advisor and Admin/Gender and Youth Assistant met with the Acting Director of Laghman Province's Directorate of Women's Affairs (DoWA) and a female MAB member to discuss the implementation of the ASPWY in Municipal Governance, MAB roles and responsibilities, and the challenges women face in working for Mihtarlam Municipality. The SHAHAR Advisor encouraged the women to participate in municipal activities and decision-making processes by attending MAB meetings and other municipal events.

The Mihtarlam SHAHAR Community Outreach Advisor also urged them to encourage other women to apply for the vacant positions advertised by the Municipality. In this regard, the SHAHAR Admin/Gender and Youth Assistant shared six job vacancy announcements, and the Acting Director of DoWA pledged to share them with qualified women and youth. The MAB member added that there are several women who are willing to apply for vacant positions in the Municipality, but cited the lack of transportation assistance for female employees, low salaries, and an inappropriate working environment as major challenges to women working for the Municipality.

On September 17, SHAHAR's Shibirghan Community Outreach Advisor conducted the Independent Directorate of Local Governance (IDLG) Anti-Harassment Policy training for five newly hired municipal interns and municipal contract staff. During the training, the IDLG's Anti-Harassment Standard Operating Procedure (SOP) and complaint mechanism were explained to the participants in detail.

On September 25 -26, the Gardiz and Jalalabad SHAHAR teams assisted their respective municipality's Gender Focal Point in conducting coordination meetings with the Director of the Directorate of Women's Affairs (DoWA). The purpose of these meetings was to share the list of vacancies in Gardiz and Jalalabad municipalities with the DoWA Directors. During the meetings, the municipal Gender Focal Points requested the Directors to encourage women and youth to apply for announced position vacancies in their respective municipality.



*On September 5, Mazar-e-Sharif's SHAHAR team met with the HR Manager regarding the provision of a gender-friendly working environment for female interns and staff members.*



*On September 20, SHAHAR's Mihtarlam team met with the Acting Director of DoWA regarding the ASPWY in Municipal Governance.*

The DoWA Directors pledged to share the vacancy announcements with qualified women and youth and to encourage them to apply for the positions. At the same time, the Directors expressed their concerns about the lack of adequate facilities for female employees in the municipalities, such as the provision of transportation to and from work and separate offices, prayer rooms and toilets for female employees. During the meetings, the SHAHAR teams shared the ASPWY in Municipal Governance with their respective DoWA Director



*On September 26, the Jalalabad SHAHAR team assisted the municipal Gender Focal Point in conducting a meeting with the Director of DoWA regarding implementation of the ASPWY in Municipal Governance.*

## ENVIRONMENTAL MANAGEMENT

During their conceptualization and initiation phases, SHAHAR's small-scale CUSDM and CSC infrastructure projects were assessed to identify any significant impacts on environmental and social characteristics of the project area. For this purpose, an environmental screening and review was conducted in each municipality.

Based on the data provided by SHAHAR's embedded Project Management/Engineering Advisors and municipal engineers, an Environmental Review Form (ERF) was prepared for each CUSDM and CSC project. All the projects were categorized as of medium risk (negative determination with conditions), which means that they will have some negative impact on the environment during implementation. The impact can however be mitigated by standard measures provided in the Environmental Mitigation and Monitoring Plans (EMMPs).

With the ERFs as baselines, an Environmental Review Report (ERR) was then prepared for each project, identifying each project's specific environmental and social impact and the corresponding mitigating measures to be implemented.

The ERFs and ERRs of the 33 initially proposed CUSDM projects and an additional 13 CSC projects were prepared and submitted to USAID on May 4, 2016, for review and approval. With some minor changes and corrections, the ERFs and ERRs were approved on May 11, 2016, and permission was granted to SHAHAR to proceed with the implementation of the projects.

The trackers for the submission and approval of the ERFs and ERRs for CUSDM and CSC projects are presented in Annexes N and O, respectively.

As part of the preparatory implementation steps, an Environmental Mitigation and Monitoring Plan (EMMP) was prepared for each project based on the environmental impact and mitigation actions provided in the ERR. The EMMP sets out, among other things, who is responsible for implementing the mitigation measures and how compliance will be monitored and verified. The EMMP was included in the request for proposal (RFP) for each project, which means that the implementation becomes the responsibility of the project's subcontractor, with SHAHAR's Project Management/Engineering Advisor being responsible for monitoring and verification.

In accordance with SHAHAR's approved environmental manual, each project is monitored at least once a month by the relevant Project Management/Engineering Advisors to ensure compliance with the EMMP. The monitoring results are then reported through the Environmental Management Monitoring Report (EMMR) to SHAHAR's engineering team in Kabul. SHAHAR's Kabul-based Environmental Engineer then verifies the monitoring results and provides guidance to field staff, as necessary, for improved implementation of the EMMPs. Soft and hard copies of the EMMRs are kept on file.

A comprehensive environmental compliance, and health and safety training was conducted on August 31, 2016, for all SHAHAR's embedded Project Management/Engineering Advisors and Regional Engineers.



## KEY IMPLEMENTATION CHALLENGES

### STAFF TURNOVER

By the end of September 2016, SHAHAR experienced 33 resignations due to the SIV program alone. Subsequent delays in the approval process for new hires have impacted program activities.

### AFGHAN NATIONAL TECHNICAL ASSISTANCE (NTA) COMPENSATION PLAN

Direction by USAID that, effective July 29, all implementing partners are to compensate their local national employees in accordance with the Ministry of Finance's NTA has made it even more challenging to recruit experienced staff for existing vacancies and to maintain adequate staffing levels. Although, it is understood that the imposition of the NTA will not affect the employment contracts of existing SHAHAR employees, many uncertainties remain as to exactly how it will be implemented, especially regarding applicants for which contracts had been negotiated and employment documents submitted to USAID, but which were pending approval as of July 29. Until there is more clarity in this regard, SHAHAR has placed an indefinite freeze on further hiring, other than interns under its internship program.

### SECURITY

Despite the higher levels of insurgent activity this year, the impact on SHAHAR's program activities during FY 2016 has been minimal. SHAHAR's risk management/security team coordinates daily with SHAHAR's regional and municipal teams and closely monitors activity in the program's areas of operations. To date, the only effects the insurgent activity has had on the project is that SHAHAR's local national staff, either embedded in municipal offices or located in the Kabul Central Office or regional offices, have on a few occasions had to work from home for very short periods of time, due either to demonstrations being held in the vicinity of a municipality's compound and/or associated road blockages or due to a verified threat on structures or facilities in close proximity to regional or municipal offices.

Minimal delays to the project have been caused by demonstrations in the capital, mainly due to the associated road blockages. Road travel in some areas (such as Tirin Kot, Gardiz, Lashkar Gah, Qalat, Feroz Koh, and Maymana) remains a source of concern, as travel between these locations and the respective regional offices is plagued by insurgent check points due to the vast open areas in-between. During periods when insurgent activity precludes road travel, SHAHAR has used United Nations Humanitarian Assistance Mission aviation to fly embedded municipal staff to meetings at the regional offices and/or the Kabul Central Office.

### FUNDING UNCERTAINTIES

During much of Quarter 4 of FY 2016, SHAHAR was faced with funding uncertainties, as USAID communicated both its intention to re-evaluate its funding priorities in Afghanistan and that a funding reduction was likely for SHAHAR. Over the course of the quarter, as technical and budget proposals were developed in response to various descope scenarios, it became increasingly apparent that the anticipated funding reduction for SHAHAR would be significant.

In response to USAID's revised funding priorities, SHAHAR will be forced to retrench in relation to Year 3 program activities. SHAHAR's retrenchment strategy will of necessity involve downscaling and descope of program activities, downsizing of staff, and reducing by up to 10 (50%) the number of partner municipalities in which SHAHAR maintains embedded advisors (EAs).

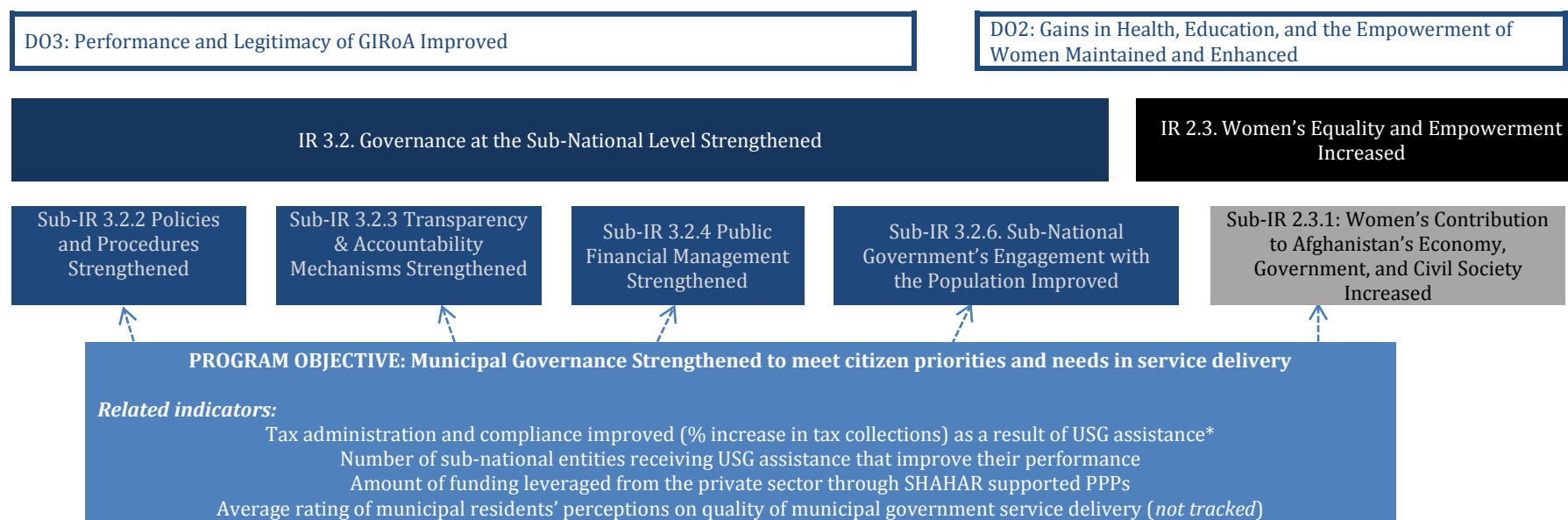
The protracted nature of USAID's funding decision, the time and energy spent developing technical and budget descope proposals, and the lingering uncertainty have detracted from program implementation activities during Quarter 4.

## MONITORING AND EVALUATION – PROGRAM INDICATOR OVERVIEW

SHAHAR activities are broken into three major components. At the same time, tracking progress towards its results is broken down into four outcomes that feed into its program objective, which is directly linked to the USAID Afghanistan Results Framework. The outcomes measure how effective SHAHAR is in partnering with various municipal government and community stakeholders to strengthen municipal governance, in order to meet citizen priorities and needs in service delivery.

SHAHAR's indicators have different reporting frequencies: some are monthly, some quarterly, some annual, and three related to citizen perceptions are tracked at project baseline and endline. Below, each of the indicators for which there is progress in the quarterly and annual period (FY 2017, Quarter 4) is discussed in the greater context of the SHAHAR program.

### SHAHAR RESULTS FRAMEWORK





Outcome 1: Planning processes improved at the municipal level in coordination with the central level	Outcome 2: Transparency, Accountability, and Public Financial Management at the Central & Municipal Level Strengthened	Outcome 3: Municipal Government Engagement with the Population Improved	Cross-cutting - Outcome 4: Women's Contribution to local Economy, Government, and Civil Society Increased
Average # of days required for GDMA to approve municipal budgets	# of public sector entities with improved public financial management systems as a result of USG assistance *	# of citizen-identified priorities included in the development plans of provincial sub-national government entities (USAID Afghanistan, outcome, annual) *	
# of USG sponsored public-private partnerships formed**	% of development project costs contributed by municipalities under the Competitive Urban Service Delivery Mechanism	Improved citizen satisfaction ratings of municipal service delivery efforts ( <i>not tracked</i> )	Proportion of the target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities** ( <i>not tracked</i> )
% of municipal development budgets expended by municipalities on a yearly basis	# of people trained in SHAHAR-supported municipalities on anti-corruption Initiatives**	Citizen satisfaction ratings of municipal outreach efforts ( <i>not tracked</i> )	Proportion of women who report increased self-efficacy at the conclusion of U.S. Government-supported training/programming (USAID Afghanistan, outcome, quarterly)**
# of municipal budgets formulated using a consultative process	# of municipalities submitting annual budgets to GDMA electronically	# of citizen inquiries officially registered by citizen service centers	Number of activities supported with USG assistance that are designed to retain women or recruit women into positions within the local government
# of municipal staff and GDMA staff trained by SHAHAR in strategic planning best practices	# of municipalities using mobile money to conduct transactions	# of SHAHAR-supported internships created for youth	
# of outreach visits conducted by GDMA to SHAHAR-supported municipalities	# of days of USG funded technical assistance in financial management capacity provided to counterparts or stakeholders *	# of public forums resulting from USG assistance in which municipal officials and members of the public interact (modified USAID Afghanistan, output, quarterly)	
		# of municipal advisory boards (MABs) actively monitoring municipal service delivery projects	
		Organizational Capacity Assessment Score of SHAHAR-supported MABs	
		# of mechanisms for external oversight of public resource use supported by USG assistance (USAID Afghanistan, output, annual) *	

\* Indicates alignment with USAID Afghanistan PMP and RF

\*\* Indicates alignment with USG Foreign Assistance Framework

## SUMMARY

As of September 30, 2016, SHAHAR showed solid progress towards its outcomes and overall program objective. Municipalities' scores on the Municipal Government Capacity Index (MGCI) and municipal increases in tax revenues over baseline figures show large improvements in relation to the previous year and reflect the results of SHAHAR programming.

## MAJOR ACHIEVEMENTS RELATED TO TARGETS FOR INDICATORS IN FY 2016:

- All 20 municipalities showed increases on the Municipal Governance Capacity Index (MGCI) midline assessment, which measures municipality capacity against 25 criteria in five “core competencies.”
- The overall average score jumped from seven to 20, an average 285% increase in capacity.
- Tax revenues increased 29% over last year (for the first three quarters of both periods), exceeding the annual target of 10%. The final results will be calculated after the close of the Afghan Fiscal Year (AFY) 1395 in December.
- A total of 129 youth interns, 109 of whom are women, were placed in partner municipalities and DMM, contributing to increases in citizen/government interaction and accountability.
- Municipal cost share for the Competitive Urban Service Delivery Mechanism (CUSDM) met its FY 2016 target of 25%.
- Very fast municipal budget approvals by DMM were experienced, owing to high-quality budget submittals, improved relationships between municipalities and DMM, and SHAHAR capacity building activities.
- Numbers of staff trained for strategic planning best practices and anti-corruption initiatives exceeded targets for the annual reporting period.
- Nine municipalities are using IFMS, and SHAHAR is supporting the creation of a central IFMS hub within DMM, which will help ensure sustainability, as well as consistency in relation to the municipalities' use of IFMS.
- Across 16 municipalities, a total of 43 new financial management system modules were installed, with a net increase of 22 modules in regular use by partner municipalities at the conclusion of FY 2016 – an average of 1.4 per municipality.
- Strong, innovative mechanisms for oversight of public resource use were developed. Seven such mechanisms were developed in the fiscal year and target the spectrum of municipal activities. These should be reviewed for potential best practices, as well as standard implementation as a uniform collective of tools.

### **Outcome I: Planning Processes Improved at the Municipal Level in Coordination with the Central Level:**

- Progress was made towards this Outcome in FY 2016, although it has been slower than planned.
- If allowed to continue at its current pace, SHAHAR is likely to hit most of its life of project (LOP) targets for related indicators.

- PPP development needs to scale up quickly to hit related indicators; this is still achievable given the significant groundwork and planning that has been done towards this indicator.
- In FY 2016, three of six indicator targets were met. Two of these targets may still be achieved as they are tracked with AFY 1395 (2016) and have one more quarter of progress ahead.

## **Outcome 2: Transparency, Accountability, and Public Financial Management at the Central and Municipal Level Strengthened:**

- Some progress was made towards this Outcome.
- The development, installation, training, and use of the IFMS system has shown good progress at nine municipalities.
- SHAHAR has achieved its target related to training for anti-corruption initiatives.
- No municipalities submitted electronic budgets through IFMS, and, collectively, SHAHAR's embedded Financial Management Advisors did not work as many hours as were targeted, due to turnover in these positions and the vacancies remaining unfilled for extended periods of time.

## **Outcome 3: Municipal Government Engagement with the Population Improved:**

- Partial progress was achieved, although progress is not consistent across municipalities.
- For those indicators, whose targets were met, the program successfully exceeded targets.
- 129 internships for youth were created in Quarter 4; 109 of these were for women.

## **Cross-Cutting Outcome: Gender Inclusion:**

- Gender-related focus was strong in FY 2016, with substantial achievement in relation to this Outcome.
- A total of 9% of total municipal staff trained in FY 2016 were female; this is a good achievement considering the low overall proportion of female municipal staff.
- Finally, the number of female interns in the youth-focused internship program – 109, represents 85% of the interns involved in activities; this large proportion of female interns is exceptional.
- A total of 7% of overall inquiries at citizen service centers (CSCs) were from women.
- The proportion of women reporting increased self-efficacy after training is 95% for the fiscal year, 85% overall.

**Summary Table: FY 2016 SHAHAR Indicator Progress**

No.	Indicator	FY'16 Target	FY'16 Achieved	Status
<b>Outcome 1: Planning processes improved at the municipal level in coordination with the central level:</b>				
4	Average # of days required for DMM to approve municipal budgets	60	31	Achieved
5		20	10	

No	Indicator	FY'16 Target	FY'16 Achieved	Status
	Number of public private partnerships established as a result of USG assistance			Needs Improvement or Review
6	% of municipal development budgets expended by municipalities on a yearly basis	50%	21%	Needs Improvement
7	# of municipal budgets formulated using a consultative process	15	11	Not Achieved
8	# of municipal staff and DMM staff trained by SHAHAR in strategic planning best practices	150	1,525	Achieved
9	# of outreach visits conducted by DMM to SHAHAR-supported municipalities	40	51	Achieved
<b>Outcome 2: Transparency, Accountability, and Public Financial Management at the Central &amp; Municipal Level Strengthened):</b>				
10	# of public sector entities with improved public financial management systems as a result of USG assistance	14	16	Achieved
11	% of development project costs contributed by municipalities under the CUSDM	25%	25.80%	Achieved (subject to revision)
12	# of people trained in SHAHAR-supported municipalities on anti-corruption Initiatives**	250	506	Achieved
13	# of municipalities submitting annual budgets to DMM electronically	8	0	Not Achieved
14	# of municipalities using mobile money to conduct transactions	0	0	Not Assessed
15	# of days of USG funded technical assistance in financial management capacity provided to counterparts or stakeholders	10,400	6,481	Not Achieved
<b>Outcome 3: Municipal Government Engagement with the Population Improved:</b>				
16	# of citizen-identified priorities included in the development plans of provincial sub-national government entities	100	122	Achieved
17	Improved citizen satisfaction ratings of municipal service delivery efforts	0	0	Not Assessed
18	Citizen satisfaction ratings of municipal outreach efforts	0	0	Not Assessed
19	# of citizen inquiries officially registered by citizen service centers	15,000	36,445	Achieved
20	# of SHAHAR-supported internships created for youth	40	129	Achieved
21	# of public forums resulting from USG assistance in which municipal officials and members of the public interact (modified USAID Afghanistan, output, quarterly)	23	63	Achieved
22	Organizational Capacity Assessment Score of SHAHAR-supported MABs	0	0	Not Assessed
23	# of mechanisms for external oversight of public resource use supported by USG assistance (USAID Afghanistan, output, annual) *	6	7	Achieved
27	# of municipal advisory boards (MABs) actively monitoring municipal service delivery projects	16	0	Not Achieved
<b>Cross Cutting: Gender Inclusion</b>				
24	# of activities supported with USG assistance that are designed to retain women or recruit women into positions within the local government	50	71	Achieved
25	Proportion of women who report increased self-efficacy at the conclusion of U.S. Government-supported training/programming	60%	96%	Achieved

No	Indicator	FY'16 Target	FY'16 Achieved	Status
28	Proportion of the target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	0	0	Not Assessed
<b>Program Objective: Municipal Governance Strengthened to meet citizen priorities and needs in service delivery</b>				
1	Tax administration and compliance improved (% increase in tax collections) as a result of USG assistance (F-Indicator)	10%	29%	Achieved (subject to revision)
2	Number of sub-national entities receiving USG assistance that improve their performance (as measured by municipal capacity index (MGCI) score of program-assisted municipalities) *	15	20	Achieved
3	Average increased rating of municipal residents' perceptions on quality of municipal government service delivery	10%	0	Not Assessed
29	Amount of funding leveraged from the private sector through SHAHAR supported PPPs	\$160,000	\$48,158	Not Achieved

## OUTCOME I: PLANNING PROCESSES IMPROVED AT THE MUNICIPAL LEVEL IN COORDINATION WITH THE CENTRAL LEVEL.

In FY 2016, SHAHAR made progress towards this outcome, and, overall, planning processes were improved at the municipal level, as reflected in related indicators. As the planning processes require close coordination with the central level, the increased cooperation between municipalities and DMM assisted in the achievement of related indicators. However, progress among municipalities was uneven, curtailing SHAHAR's ability to meet overall FY targets.

Three of the six indicators related to this outcome were achieved, one was not achieved, and two are assessed based on the AFY and may be achieved, but will require focused attention to meet SHAHAR's ambitious targets.

**Table: Annual Progress Related to Outcome I: Planning Processes Improved at the Municipal Level in Coordination with the Central Level**

No	Indicator	FY'16 Target	FY'16 Achieved	Status	Comment on status
4	Average # of days required for GDMA to approve municipal budgets	60	31	Achieved	Exceeded FY target; achieved by Q3 of FY'16.
5	Number of public private partnerships established as a result of USG assistance	20	10	Needs Improvement or Review	As of September 2016, 10 PPPs were established by five partner municipalities, and another 32 projects are in partner municipalities' PPP pipelines for implementation during Year 3.

6	% of municipal development budgets expended by municipalities on a yearly basis	50% <sup>1</sup>	21%	Needs Improvement	A total of 4 of 20 municipalities are likely to achieve the target of 50% of their development budget. In aggregate, FY1395 Q3 spending mirrored that of Q2. It is unlikely the targeted amounts will be spent in the final quarter of FY1395 without concerted and focused spending.
7	# of municipal budgets formulated using a consultative process	15	11	Not Achieved	Although all municipalities conducted at least two public budget hearings, fewer than 25 people (the number required to be considered "consultative") attended budget hearings in some cases. This caused the project to fall below the target for the fiscal year.
8	# of municipal staff and GDMA staff trained by SHAHAR in strategic planning best practices	150	1,525	Achieved	Exceeded FY target.
9	# of outreach visits conducted by GDMA to SHAHAR-supported municipalities	40	51	Achieved	Exceeded FY target.

#### INDICATOR 4: AVERAGE # OF DAYS REQUIRED FOR DMM TO APPROVE MUNICIPAL BUDGETS<sup>2</sup>

##### Status: Achieved

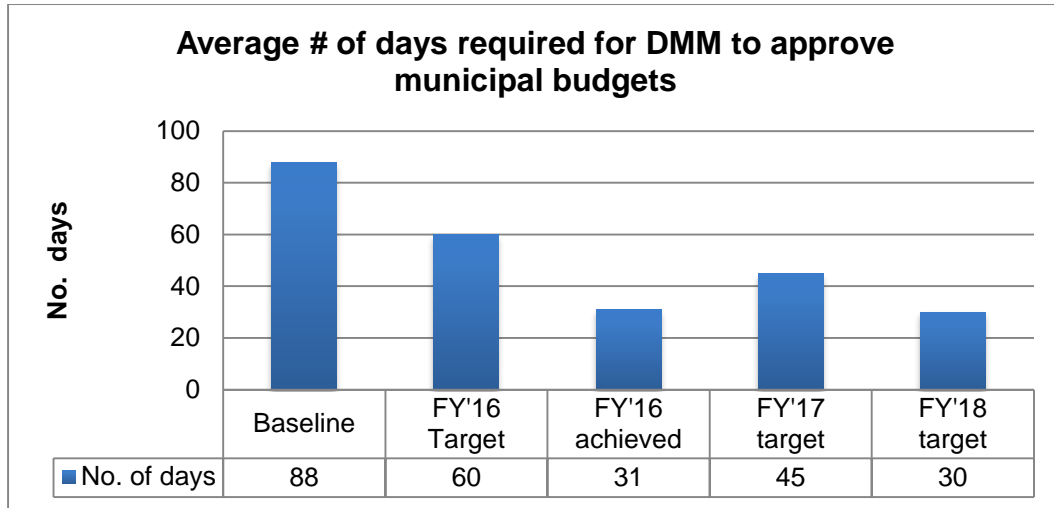
This indicator is reported on an annual basis. As of June 30, all municipalities' budgets were approved for the current fiscal year, as was reported in the SHAHAR Quarter 3 Report for FY 2016.

There was sharp improvement in this fiscal year as compared to last fiscal year for this indicator. The baseline showed an average of 88 days.<sup>3</sup> The FY 2016 (AFY 1395) target was 60 days, while 31 days has been achieved. If municipalities can continue this type of effort, the LOP target of 30 will be achieved. This will be contingent upon a stable political situation and continued joint efforts between DMM and municipalities to work together to approve budgets in a timely manner.

<sup>1</sup> Target still has one quarter to be achieved; Afghan FY 1395 ends on December 21, 2016. As these are targets to be achieved by Afghan government counterparts, targets are set for the Afghan FY.

<sup>2</sup> Dates calculated are time between submission from Governor to GDMA/DMM and GDMA/DMM approval. If still unapproved, days are calculated from submission through October 31, 2015, which was the time at which the baseline was calculated.

<sup>3</sup> The original baseline number reported to USAID was 122 days. This reflected calendar days. In fact, only working days should have been counted, which brings the number down to 88. This is comparable to current year numbers, which also count working days (i.e. not weekend days).



#### **INDICATOR 5: NUMBER OF USG SPONSORED PUBLIC-PRIVATE PARTNERSHIPS (PPPS) FORMED**

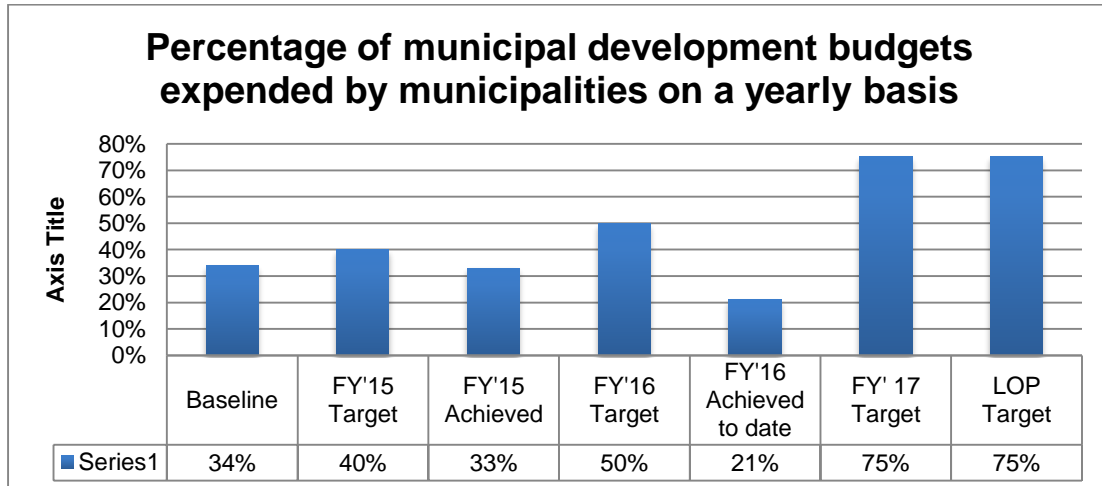
**Status: Needs Improvement**

This indicator is reported on a quarterly basis. Partner municipalities were introduced to the concept of using public private partnerships (PPPs) to not only provide needed municipal services, but to also generate additional revenues to improve or expand existing services. PPP Focal Points and Committees have been appointed in all municipalities and have been provided training and technical assistance in structuring PPP agreements. As of September 2016, ten such PPPs were established by five partner municipalities, and another 32 projects are in partner municipalities' PPP pipelines for implementation during Year 3.

#### **INDICATOR 6: PERCENTAGE OF MUNICIPAL DEVELOPMENT BUDGETS EXPENDED BY MUNICIPALITIES ON A YEARLY BASIS**

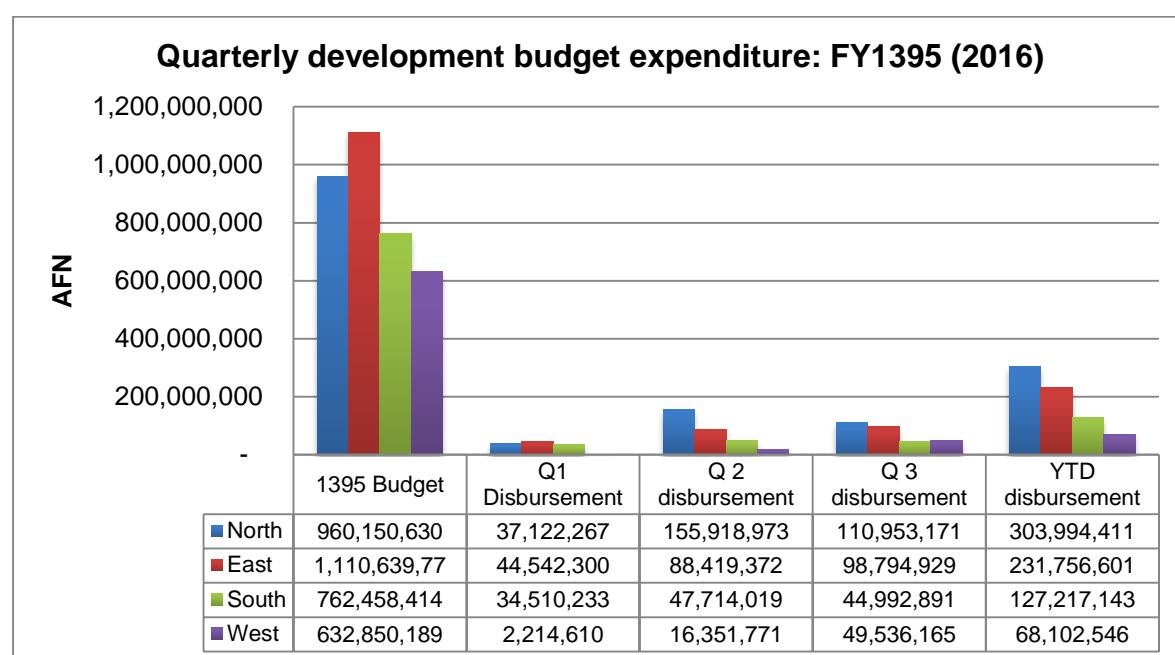
**Status: Needs Improvement**

This is a target reported annually. The first year saw essentially no change from the baseline (34% and 33%, respectively). The target for AFY 1395 (FY 2016) is 50% (as of September 30, 2016, 21% of development budgets have been expended).



Of the 20 municipalities, four look likely to meet the 50% target by the end of AFY 1395. The overall FY target is not likely to be met unless a concerted spending effort is produced; this is unlikely to happen given the present security and political climate, and approaching winter season in Afghanistan.

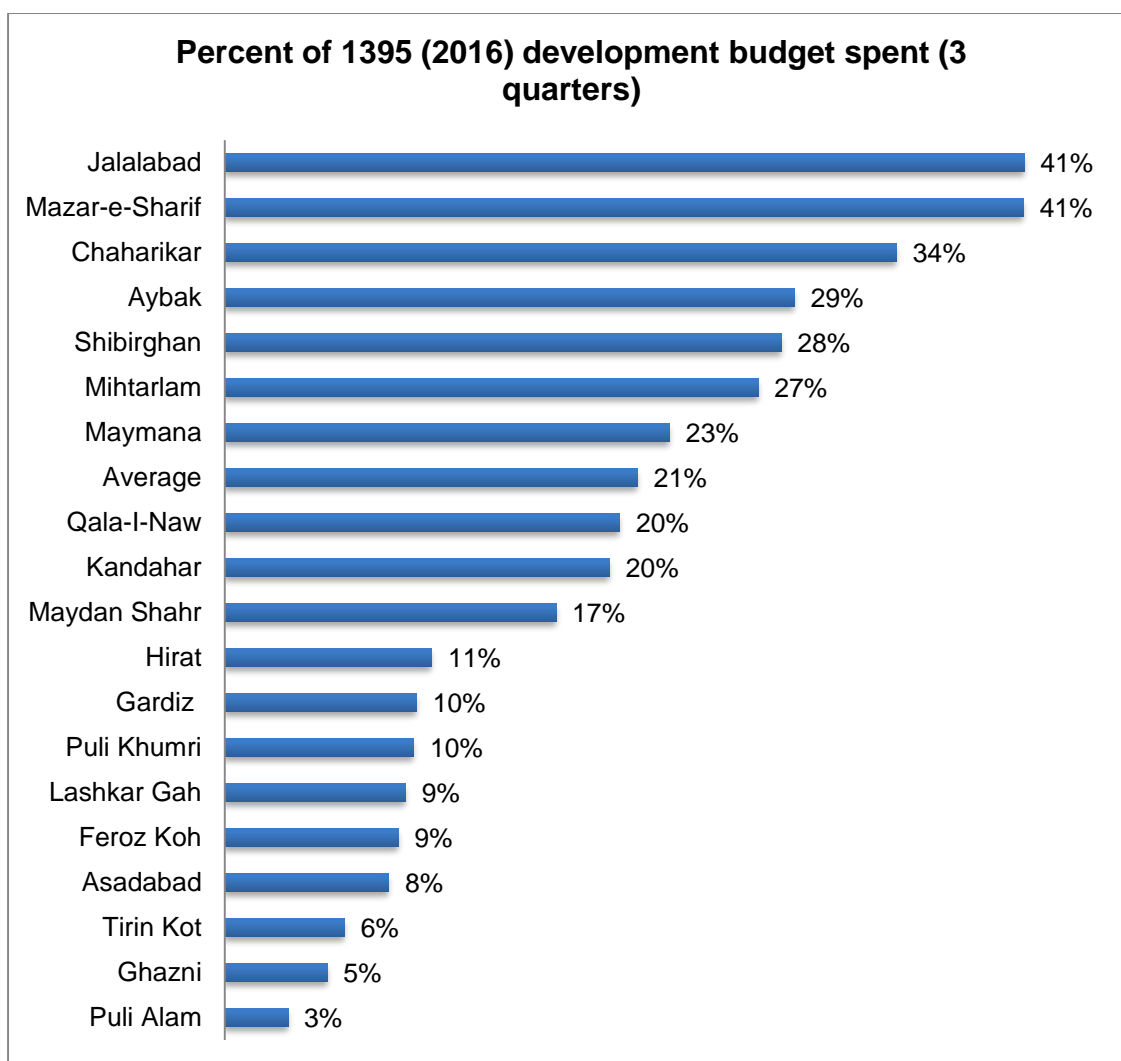
SHAHAR has set the groundwork for the Competitive Urban Service Delivery Mechanism (CUSDM) over the last nine months; this may yield results next quarter, when municipalities should spend down development budgets for their contribution to CUSDM projects. However, it was forecast that this would happen in Quarter 3; instead, spending was at much the same pace as Quarter 2.



Notes:

- The development budget for Qalat (84,071,007) was removed from the above table in Quarter 3, due to a dispute between the Mayor and Accounting Manager that has resulted in his refusal to report any financial or budgetary information. This removal has lowered the overall development budget for the South Region, increasing its budget execution performance.
- Total development budget expenditure is 21% as of Quarter 3, with 9% being expended in Quarter 3, which is similar to Quarter 2.
- Top performing municipalities (25% or more): Jalalabad (41%), Mazar-e-Sharif (41%), Chaharikar (34%), Aybak (29%), Shibirghan (28%), and Mihtarlam (27%).
- Worst-performing municipalities (Less than 10%): Lashkar Gah (9%), Feroz Koh (9%), Asadabad (8%), Tirin Kot (6%), Ghazni (5%), Puli Alam (3%).





## INDICATOR 7: NUMBER OF MUNICIPAL BUDGETS FORMULATED USING A CONSULTATIVE PROCESS

**Status: Not Achieved**

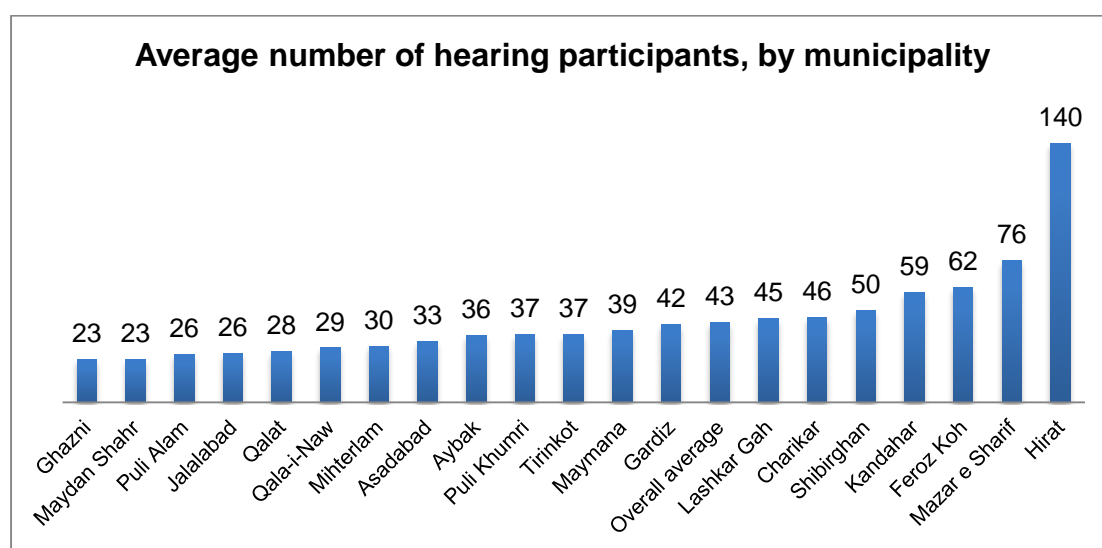
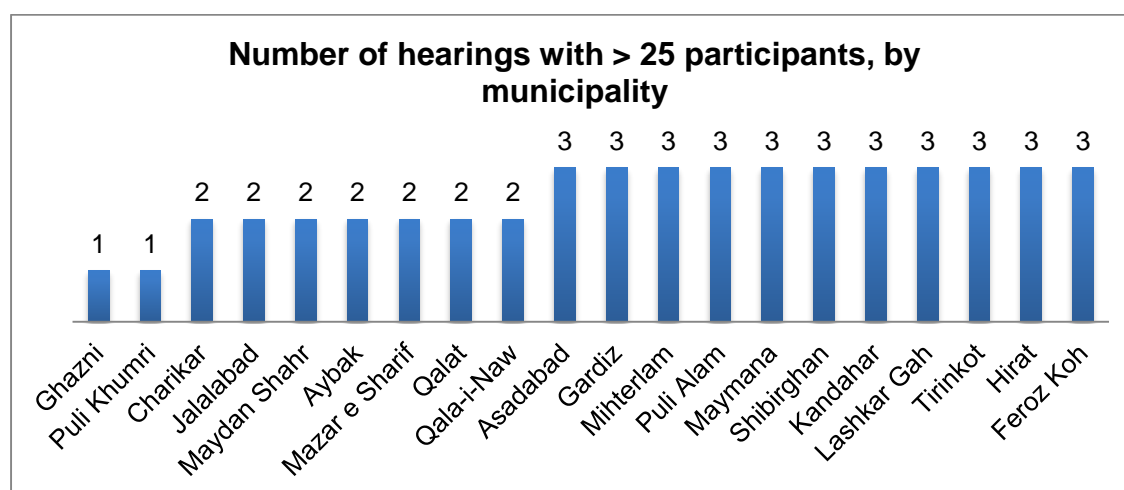
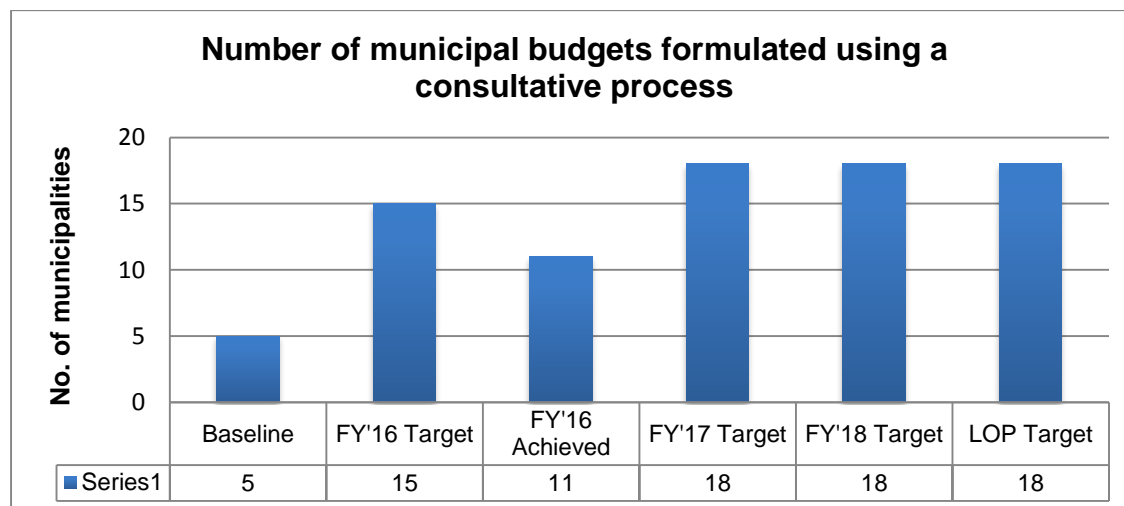
This indicator measures the extent to which budget planning processes include stakeholders from civil society. It is measured on an annual basis, however the data for this indicator was available at the end of June 2016 and was previously reported in the Quarter 3 Report. Three budget meetings with 25 or more stakeholders (non-governmental) satisfied the benchmark for this indicator; meetings were conducted at different stages in the budget approval process.

While almost all municipalities held three hearings, a number of them had fewer than 25 participants; thus, the indicator was not met.

- All 20 municipalities had one budget hearing (while two municipalities had fewer than 25 participants at their first budget hearing).
- All but Qalat had two budget hearings (although six had fewer than 25 participants).
- A total of 18 municipalities had a third budget hearing, while two (Ghazni and Puli Khumri) did not.

- Average numbers of participants per hearing ranged from 23 (Ghazni and Maydan Shahr), to a high of 140 in Hirat.

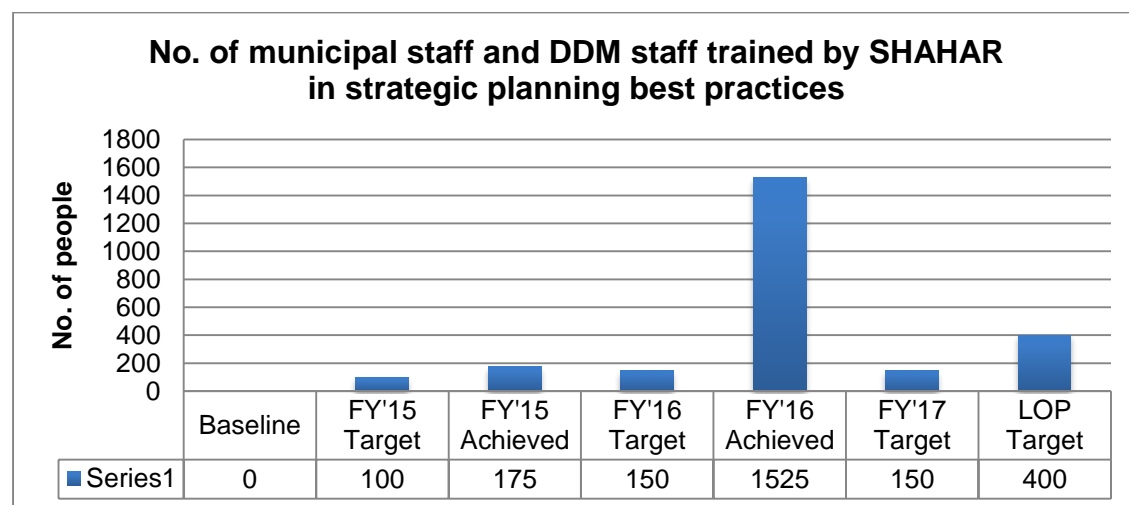
The total achievement for this fiscal year is 11 municipalities, while the target was 15.



## INDICATOR 8: NUMBER OF MUNICIPAL STAFF AND DMM STAFF TRAINED BY SHAHAR IN STRATEGIC PLANNING BEST PRACTICES

**Status: Achieved**

This indicator is measured and reported monthly. Training descriptions are provided throughout this report. In the annual period, a total of 1,525 participants were trained, bringing the life of project (LOP) total to 1,700. This exceeds both the fiscal year target and the life of project target (note: this number represents the total number of participants trained, not individual people; for example, the same individual may have participated in several of the training events).

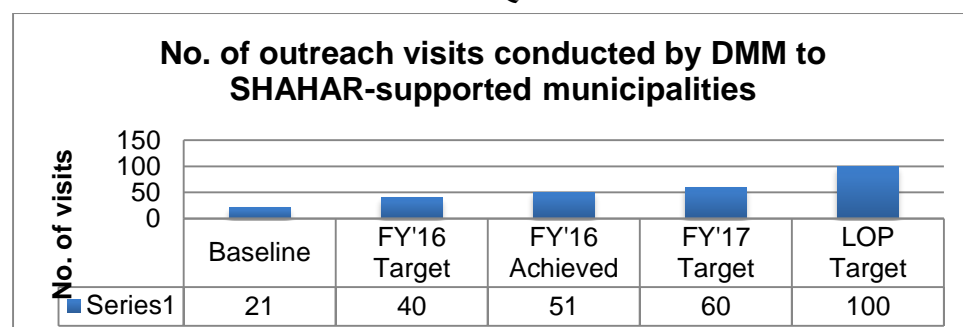


## INDICATOR 9: NUMBER OF OUTREACH VISITS CONDUCTED BY DMM TO SHAHAR-SUPPORTED MUNICIPALITIES

**Status: Achieved**

Outreach visits by DMM to municipalities are tracked to understand the number and breadth of formal visits to various municipal offices. It reflects cooperation between central government and municipal officials; while it is only measuring an output, it still gives a sense of how much in-person interaction DMM and municipalities share.

There were no outreach visits conducted in Quarter 4, although DMM participated extensively in the MGCI survey conducted at the municipal level during the quarter. However, the annual total had been achieved as of Quarter 3.



## OUTCOME 2: TRANSPARENCY, ACCOUNTABILITY, AND PUBLIC FINANCIAL MANAGEMENT AT THE CENTRAL & MUNICIPAL LEVEL STRENGTHENED

In the quarter, SHAHAR made progress towards this outcome. In particular, public financial management was strengthened through focused implementation and support of the IFMS system across municipalities and within central DMM, as well as the assistance provided by 39 qualified finance staff at municipalities and DMM.

Of six indicators related to this outcome, the status of three are achieved, two were not achieved, and one was not assessed.

One of the targets that was not achieved (days of technical assistance in financial management capacity) still performed under the circumstances; in retrospect, the target for this indicator was perhaps too ambitious.

Main hurdles in the fiscal year were related to the recruitment and employment of qualified financial management staff who are willing to work within municipal structures, as well as protracted approval processes once they are selected.

**Table: Quarterly Progress Related to Outcome 2: Transparency, Accountability, and Public Financial Management at the Central & Municipal Level Strengthened**

No.	Indicator	FY'16 Target	FY'16 achieved	Status	Comment on status
10	# of public sector entities with improved public financial management systems as a result of USG assistance	14	16	Achieved	
11	% of development project costs contributed by municipalities under the Competitive Urban Service Delivery Mechanism	25%	25.8%	Achieved (subject to revision)	Projects are underway with total cost share of 25.8%. Subject to revision based on final disbursements.
12	# of people trained in SHAHAR-supported municipalities on anti-corruption Initiatives**	250	506	Achieved	Fiscal year target exceeded. Team was behind on this; now on track to meet LOP target.
13	# of municipalities submitting annual budgets to GDMA electronically	8	0	Not Achieved	The target will not be met in FY'16 since the next budgeting process will not start until after the conclusion of FY'16 (September 30, 2016).
14	# of municipalities using mobile money to conduct transactions	0	0	Not Assessed	
15	# of days of USG funded technical assistance in financial management capacity provided to counterparts or stakeholders	10,400	6,481	Not Achieved	The target was ambitious, and reflected 40 full-time people over the fiscal year; as turnover occurred and positions remained open in some municipalities, the target was not achievable. .

### INDICATOR 10: NUMBER OF PUBLIC SECTOR ENTITIES WITH IMPROVED PUBLIC FINANCIAL MANAGEMENT SYSTEMS AS A RESULT OF USG ASSISTANCE

**Status: Achieved**



In FY 2016, nine municipalities improved their usage of IFMS, and the SHAHAR IFMS team improved the functionality of each municipality's system through software upgrades and training support. SHAHAR also worked with seven East Region municipalities to improve their existing Access-based financial management systems. Across 16 municipalities, a total of 43 new modules were installed, and a net increase of 22 modules were in regular use by municipalities – an average of 1.4 per municipality.

In Quarter 3, the IFMS technical team also started work on the implementation plan for the IFMS National Hub at DMM; to which, all SHAHAR municipalities will be connected via web-based applications for financial management and reporting. Additional improvements and new enhancements are necessary for such connectivity and require software development in the source code of the IFMS. These enhancements will be deployed after development and testing, slated for early- to mid-FY 2017.

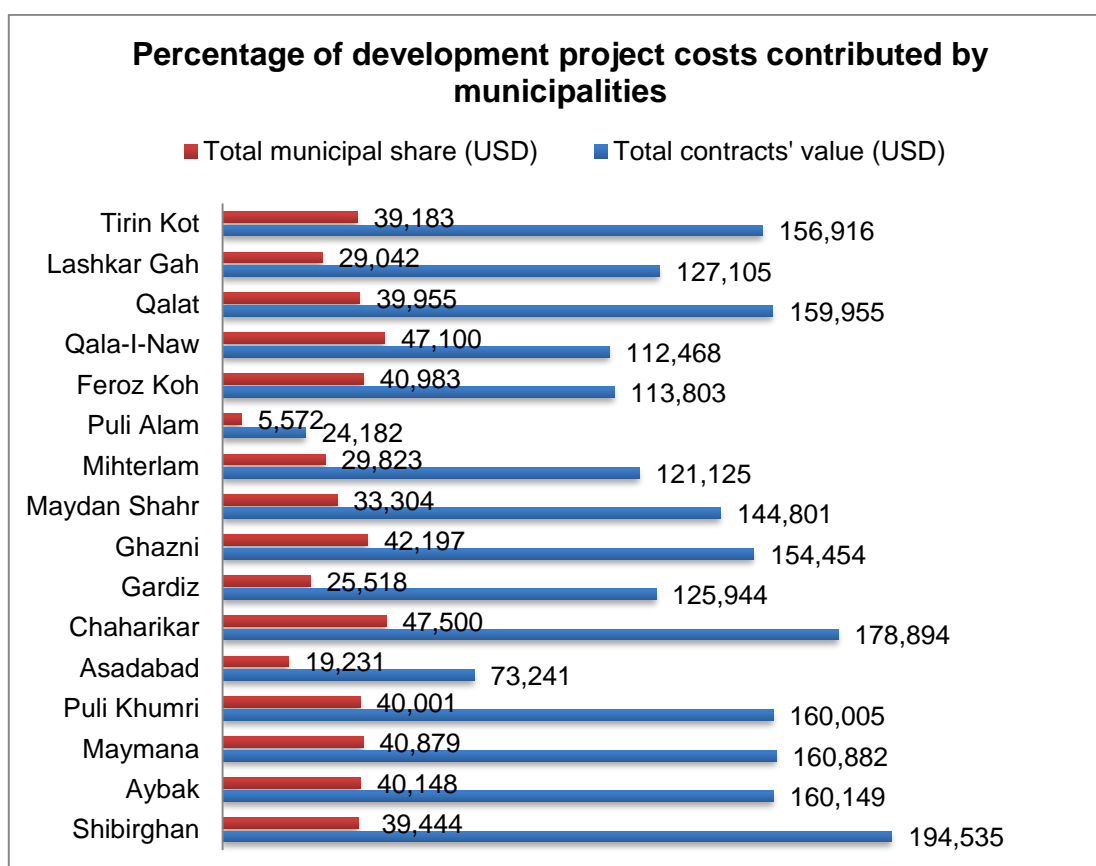
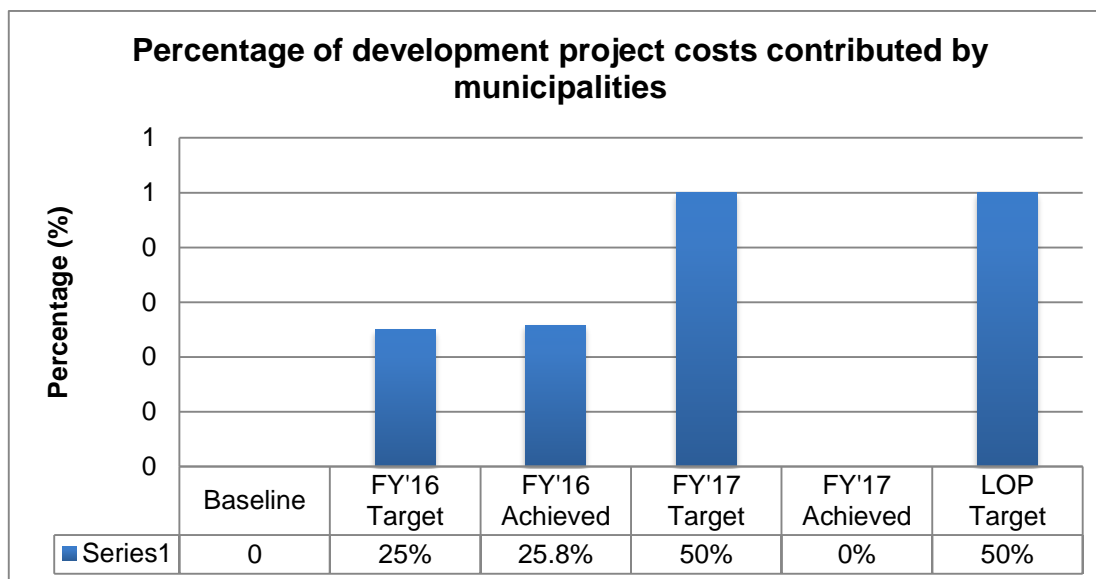
FMS Status before SHAHAR technical support						FMS status after SHAHAR technical support				Net Improvement in Modules installed and in use	
<b>North</b>	Maymana	IFMS	Not functional	Business registration	1.9	Activated; functioning normally	2.2	All 6 modules	Property, business registration	5	2
	Puli Khumri	IFMS	Not functional	None	1.9	Activated; functioning normally	2.2	All 6 modules	Business registration	6	1
	Aybak	IFMS	Partially functional with errors	Property, business registration	1.9	Activated; functioning normally	2.2	All 6 modules	Property, business registration	4	0
	Shiberghan	IFMS	Partially functional with errors	Property, business reg., accounting, payroll	1.9	Activated; functioning normally	2.2	All 6 modules	Property, business registration	2	-2
<b>South</b>	Kandahar	IFMS	Not functional	Business registration	1.9	Activated; functioning normally	2.2	All 6 modules	Property, business registration, payroll	5	3
	Lashkar Gah	IFMS	Not functional	None	1.9	Activated; functioning normally	2.2	All 6 modules	Property, business, budget, accounting	6	4
	Qalat	IFMS	Not functional	None	1.9	Activated; functioning normally	2.2	All 6 modules	Business registration	6	1
	Tirin Kot	IFMS	Partially functional with errors	Business registration	1.9	Activated; functioning normally	2.2	All 6 modules	Property, business registration	5	1
<b>West</b>	Hirat	IFMS	Not functional	Property, business registration	1.9	Activated; functioning normally	2.2	All 6 modules	Property, business registration	4	2
<b>East</b>	Puli Alam	MS Access	Not in use	Not in use	n/a	Upgraded and functional	n/a		Business registration	n/a	1
	Gardiz	MS Access	Not in use	Not in use	n/a	Upgraded and functional	n/a		Property, business registration	n/a	2

FMS Status before SHAHAR technical support					FMS status after SHAHAR technical support			Net Improvement in Modules installed and in use	
Maydan Shahr	MS Access	Not in use	Not in use	n/a	Upgraded and functional	n/a	Property, business registration	n/a	2
Ghazni	MS Access	Not in use	Not in use	n/a	Upgraded and functional	n/a	Property, business registration	n/a	2
Ghaharikar	MS Access	Not in use	Not in use	n/a	Upgraded and functional	n/a	Business registration	n/a	1
Mihtarlam	MS Access	Not in use	Not in use	n/a	Upgraded and functional	n/a	Business registration	n/a	1
Jalalabad	MS Access	Not in use	Not in use	n/a	Upgraded and functional	n/a	Business registration	n/a	1
<b>Total</b>								<b>43</b>	<b>22</b>

## INDICATOR 11: % OF DEVELOPMENT PROJECT COSTS CONTRIBUTED BY MUNICIPALITIES UNDER THE COMPETITIVE URBAN SERVICE DELIVERY MECHANISM (CUSDM)

**Status: Achieved (subject to revision)**

This is an annual indicator. This indicator measures the municipality's progress in terms of its ability to develop, procure and manage municipal service delivery projects, as well as its willingness to fund such endeavors. In FY 2016, a total of 25.8% of CUSDM costs were slated to be contributed by municipalities. It should be noted, that while approved, none of these projects has yet expended the required percentages, as they were under construction as of the end of FY 2016.

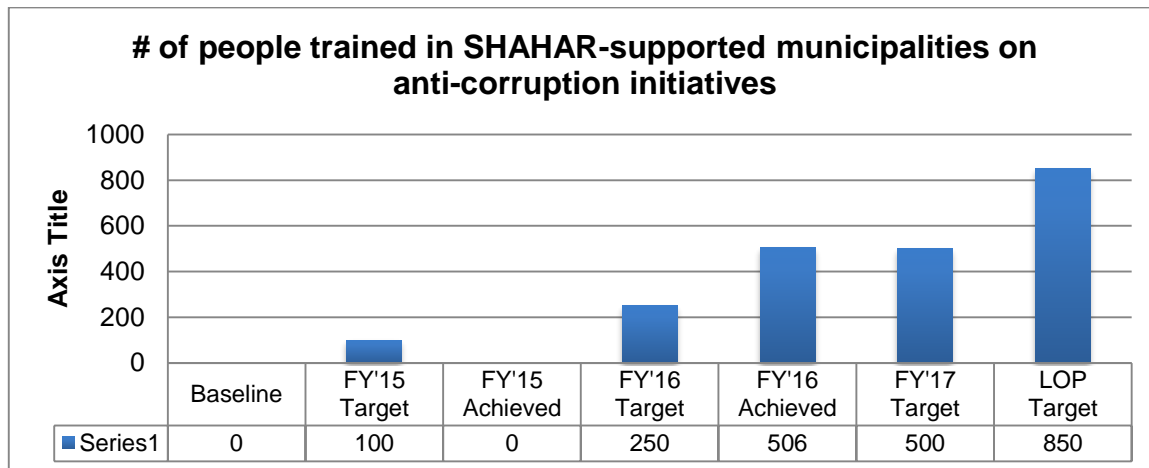




## INDICATOR 12: NUMBER OF PEOPLE TRAINED IN SHAHAR-SUPPORTED MUNICIPALITIES ON ANTI-CORRUPTION INITIATIVES

**Status: Achieved**

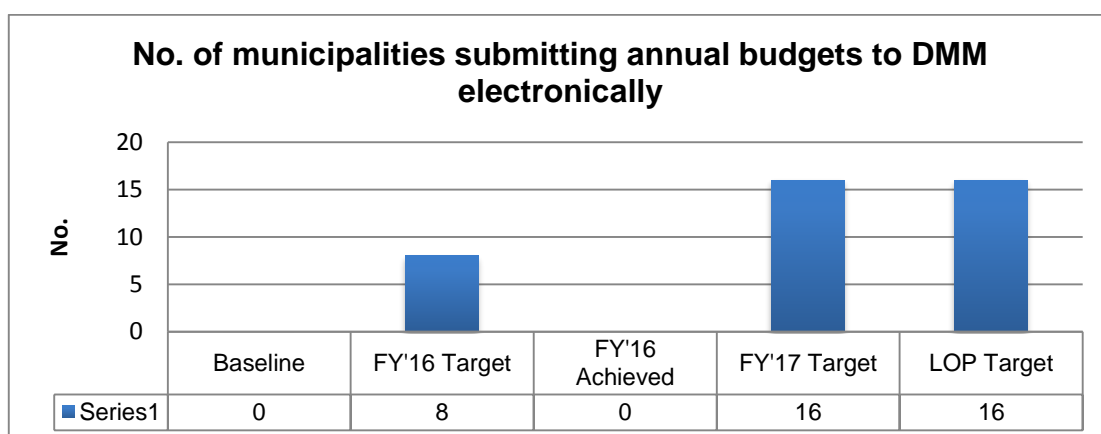
In FY 2016, 506 participants (municipal staff and MAB members) were trained on anti-corruption initiatives. The FY 2016 target was exceeded to such an extent that the combined FY 2015 and FY 2016 targets were met as well.



## INDICATOR 13: NUMBER OF MUNICIPALITIES SUBMITTING ANNUAL BUDGETS TO DMM ELECTRONICALLY

**Status: Not Achieved**

This indicator measures the strength and utility of the IFMS system within each municipality. Nine municipalities are currently using a portion of the IFMS; only one is presently using the budgeting module (per the last report of modules in use). The LOP target may still be achieved by the electronic submission of at least 16 AFY 1396 municipal budgets during FY 2017.



## INDICATOR 14: NUMBER OF MUNICIPALITIES USING MOBILE MONEY TO CONDUCT TRANSACTIONS

**Status: Not Assessed**

It is anticipated this activity will be de-scoped in response to pending USAID funding reductions. It should be

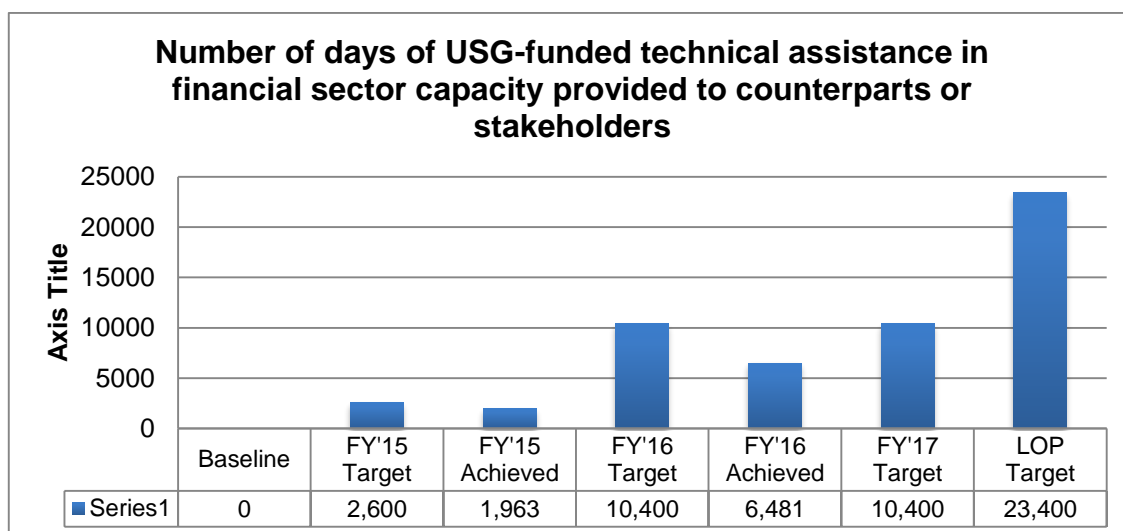
noted that a mobile money feasibility assessment was conducted in all 20 municipalities during Quarter 2. However, very little relevant data is currently available from the mobile network operators, and, what data that does exist does not appear to indicate a people/payment to government (P2G) mobile money system would be sustainable.

## INDICATOR 15: NUMBER OF DAYS OF USG FUNDED TECHNICAL ASSISTANCE IN FINANCIAL SECTOR CAPACITY PROVIDED TO COUNTERPARTS OR STAKEHOLDERS

### Status: Not Achieved

A total of 6,481 days of USG-funded technical assistance was provided in FY 2016. This represents 25 full-time staff over the fiscal year. While this represents a sizable contribution to municipalities, the ambitious target of 10,400 person days (40 full-time staff across 20 municipalities) was not achieved. In retrospect, this target should probably have been less, especially given the difficulty in recruiting and employing high-quality local financial management specialists to embed at municipal offices.

Presently, SHAHAR lags behind its targets by 4,556 person days, which is approximately 18 full-time equivalent staff for a full year. With the addition of FY 2017's target of 10,400, SHAHAR would have to hire around 60 people next year to achieve the LOP target. Consequently, this target will be reviewed and revised during FY 2017.



## OUTCOME 3: MUNICIPAL GOVERNMENT ENGAGEMENT WITH THE POPULATION IMPROVED

### Summary

In FY 2016, SHAHAR achieved significant progress related to Outcome 3, with targets exceeded for four indicators. In relation to one indicator (MAB monitoring of municipal service delivery projects), activities were unable to be initiated due the lengthy process required to re-establish the MABs.

Of the nine indicators measuring this outcome:

- Five met or exceeded targets
- One, related to Organizational Capacity Assessment Test (OCAT) scores, and two, related to citizen perceptions, were not assessed.
- Related program activities for one (active monitoring by MABs) will not start until FY 2017.

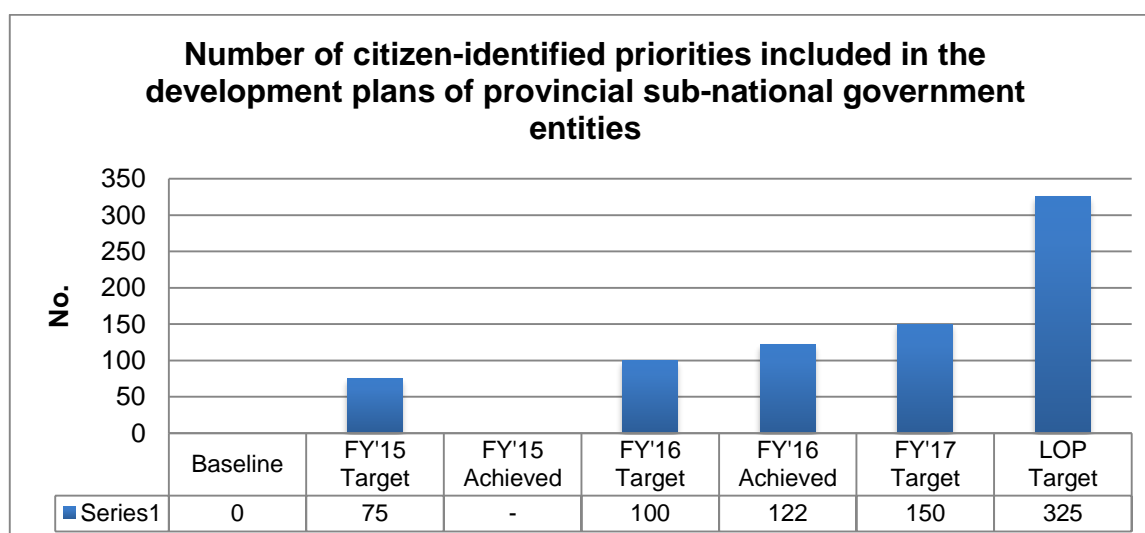
**Table: Quarterly Progress Related to Outcome 3: Municipal Government Engagement with the Population Improved**

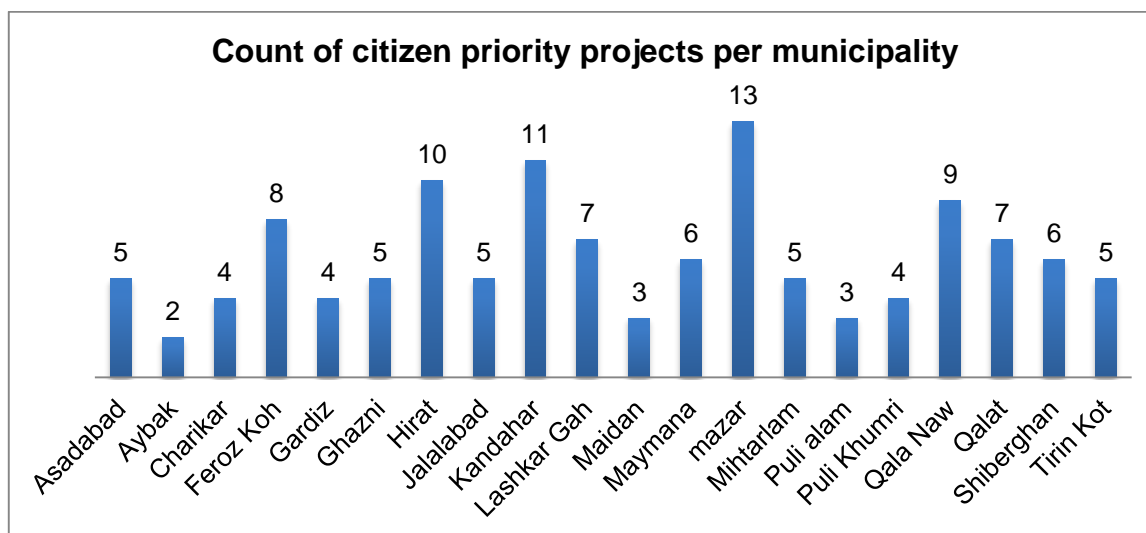
N o.	Indicator	FY'16 Target	FY'16 achiev ed	Status	Comment on status
16	No. of citizen-identified priorities included in the development plans of provincial sub-national government entities	100	122	Achieved	Exceeded target.
17	Improved citizen satisfaction ratings of municipal service delivery efforts	0	0	Not Assessed	
18	Citizen satisfaction ratings of municipal outreach efforts	0	0	Not Assessed	
19	# of citizen inquiries officially registered by citizen service centers	15,000	36,445	Achieved	Although the target has been met for the indicator, only six municipalities reported citizen inquiries, as only six were operational. The remaining 14 CSCs will begin functioning during the first quarter of FY 2017.
20	# of SHAHAR-supported internships created for youth	40	129	Achieved	Exceeded target; 109 of 129 internships are for women.
21	# of public forums resulting from USG assistance in which municipal officials and members of the public interact (modified USAID Afghanistan, output, quarterly)	23	63	Achieved	Exceeded target.
22	Organizational Capacity Assessment Score of SHAHAR-supported MABs	0	0	Not Assessed	
23	# of mechanisms for external oversight of public resource use supported by USG assistance (USAID Afghanistan, output, annual)*	6	7	Achieved	Exceeded target.
27	# of municipal advisory boards (MABs) actively monitoring municipal service delivery projects	16	0	Not Achieved	This activity will start in the first quarter of FY 2017.

#### INDICATOR 16: NO. OF CITIZEN-IDENTIFIED PRIORITIES INCLUDED IN THE DEVELOPMENT PLANS OF PROVINCIAL SUB-NATIONAL GOVERNMENT ENTITIES

**Status: Achieved**

A total of 122 priorities identified by citizens were included in municipal development plans and exceed the target of 100.

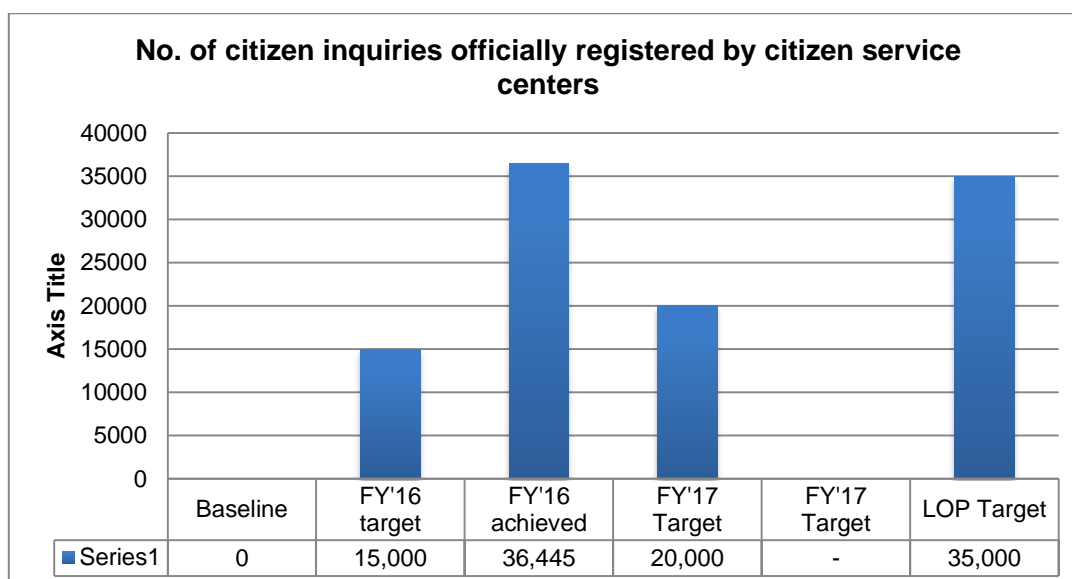




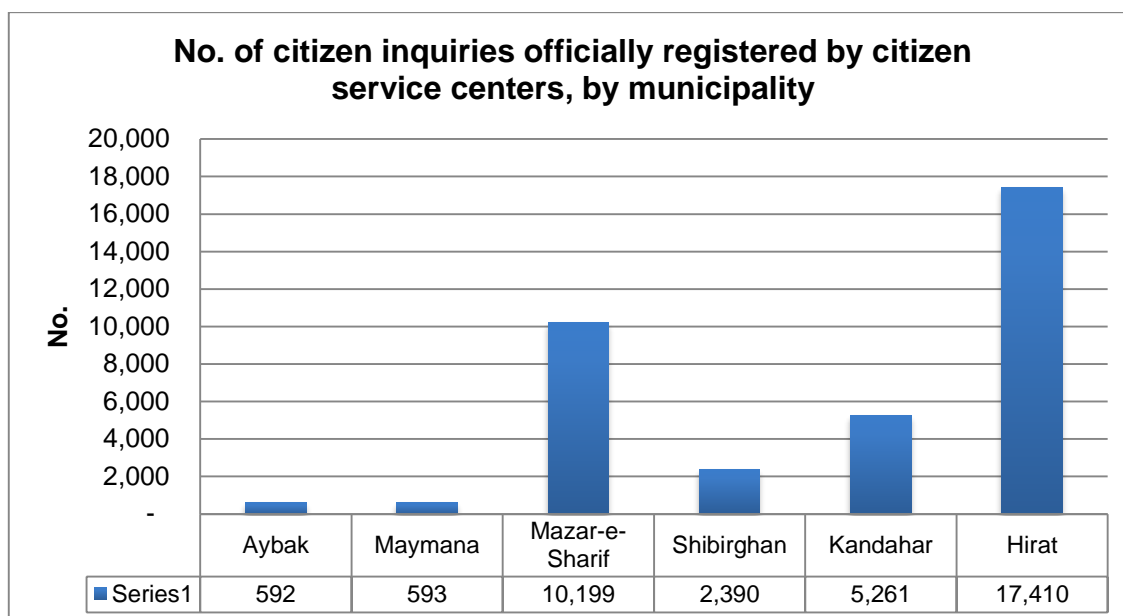
#### INDICATOR 19: NO. OF CITIZEN INQUIRIES OFFICIALLY REGISTERED BY CITIZEN SERVICE CENTERS

This is a quarterly indicator. In FY 2016, SHAHAR more than doubled its target for the fiscal year. A total of 2,373 (7%) of all inquiries were registered by women.

**Status: Achieved**



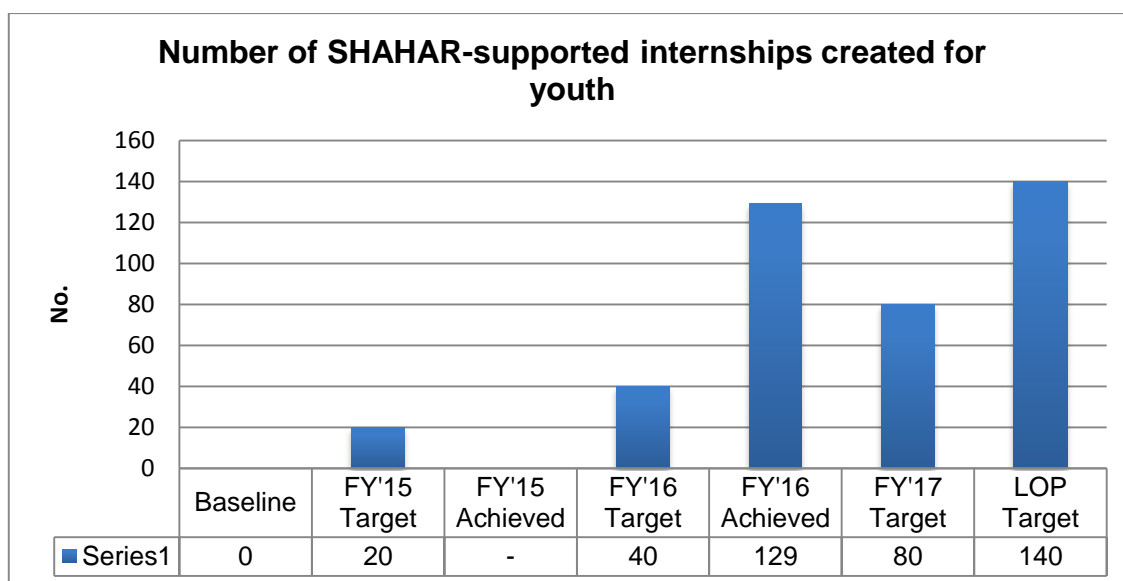




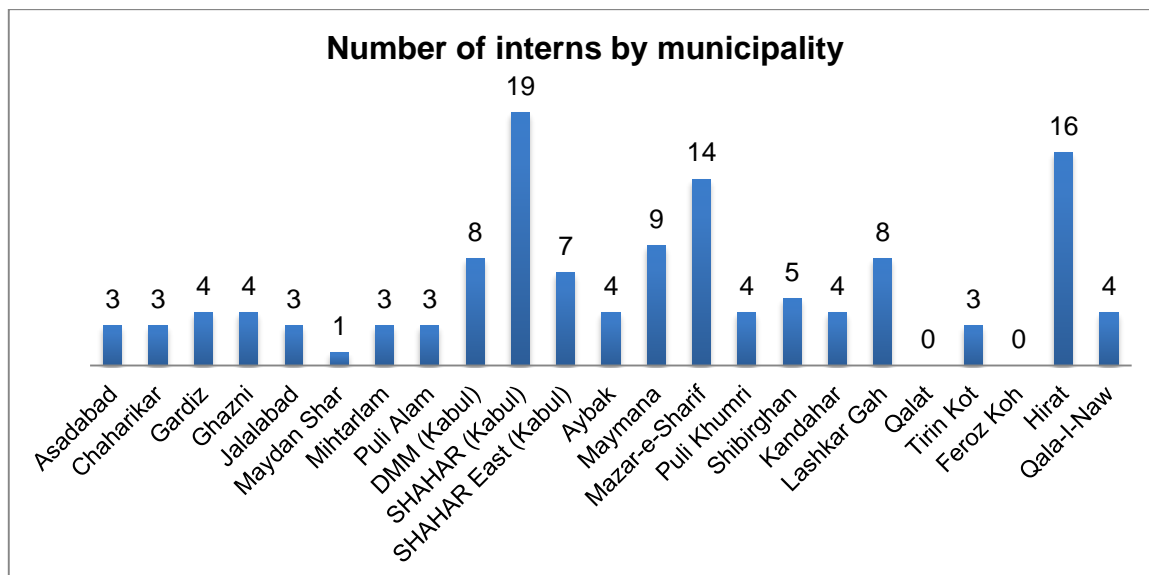
#### INDICATOR 20: # OF SHAHAR-SUPPORTED INTERNSHIPS CREATED FOR YOUTH

The SHAHAR internship program started in Quarter 4. In total, 129 internships were created; 109 of these are occupied by female youth. The FY 2016 target of 40 was exceeded, and SHAHAR has nearly met its LOP target of 140.

**Status: Achieved**



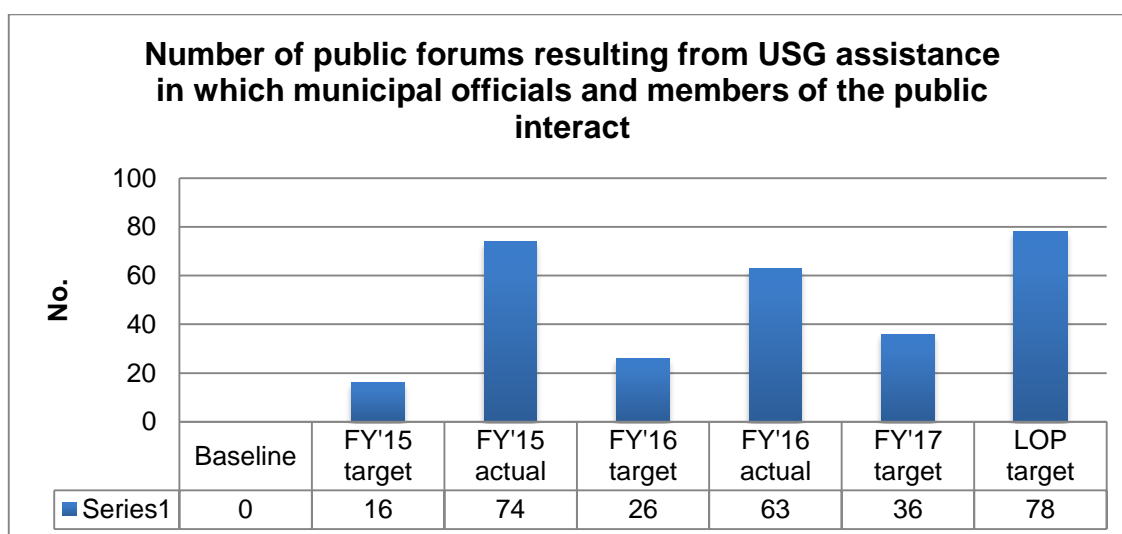
The chart below shows the number of interns by municipality. The largest number of interns were placed in Kabul in DMM and in SHAHAR's Central and East Regional Offices (total of 34), followed by Hirat (16), Mazar-e-Sharif (14), Maymana (9), Lashkar Gah (8) and Puli Alam (8). Just two had no interns: Qalat and Feroz Koh.

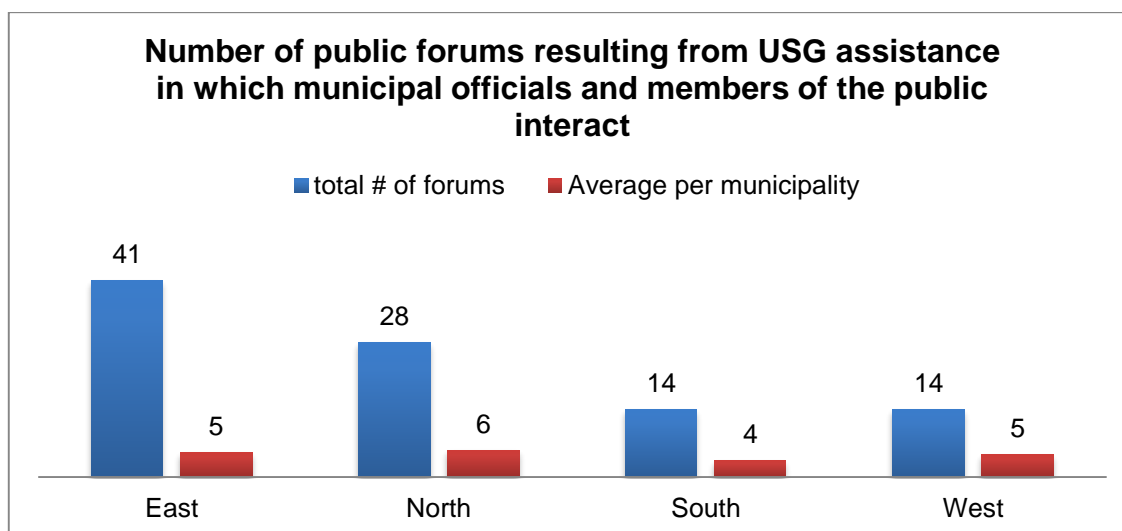


## INDICATOR 21: NO. OF PUBLIC FORUMS RESULTING FROM USG ASSISTANCE IN WHICH MUNICIPAL OFFICIALS AND MEMBERS OF THE PUBLIC INTERACT

This indicator is reported semi-annually. A total of 97 public forums were achieved in FY 2016, as compared to the target of 23, exceeding the LOP target as well. At least two forums were held in each municipality. Regionally, the number of forums was consistent.

### Status Achieved





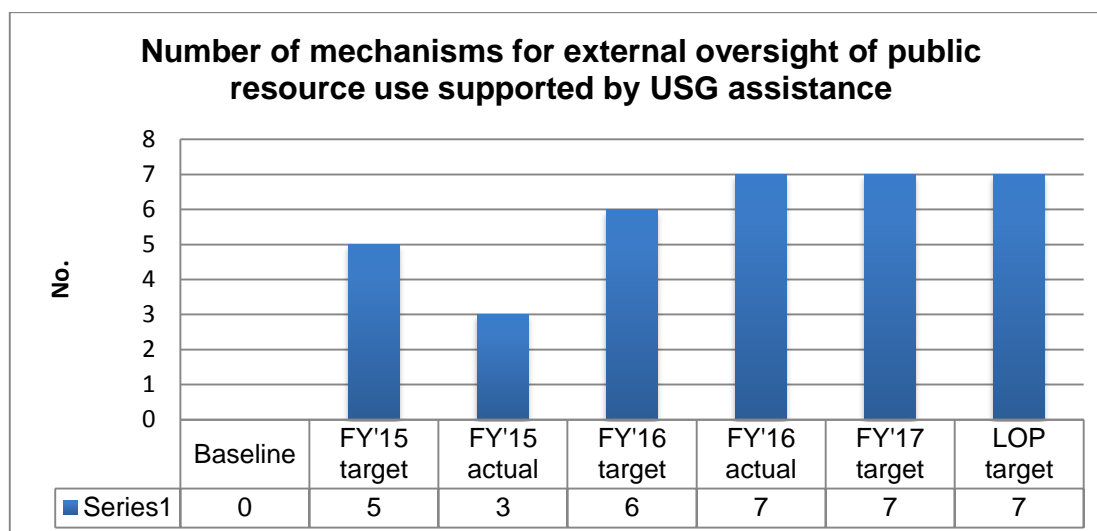
### INDICATOR 23: NUMBER OF MECHANISMS FOR EXTERNAL OVERSIGHT OF PUBLIC RESOURCE USE SUPPORTED BY USG ASSISTANCE

**Status: Achieved**

In FY 2016, seven mechanisms for external oversight of public resource use were supported. The seven mechanisms, which are counted once across any municipality implementing the mechanism, are:

- Municipal Advisory Boards (MABs) – 20 municipalities.
- Citizen Service Centers (CSCs) – six municipalities.
- Budget hearings – 20 municipalities.
- Media campaigns – 5 northern municipalities (with plans to role out to more).
- Role and Responsibilities Campaigns – 20 municipalities.
- Local Economic Development Plan - 20 municipalities.
- Integrated Financial Management Systems (IFMS) – 20 municipalities.

Each of these has a different role to play in terms of providing oversight of municipal activities and services. The MABs provide a check on the Mayor and municipal officials, citizen service centers bring the voices of residents to the municipality and formally register complaints; budget hearings provide an open forum for the public to weigh-in on budget issues and understand the process and how their municipality is spending money; media campaigns give the public information about the municipality's services; Roles and Responsibilities campaigns highlight citizen processes and responsibilities for engagement in municipal activities; LEDPs incorporate citizen priorities and serve the interests of the municipal populations; and IFMS provides a transparent means of reporting municipal budgets, revenue generation and expenditure in a common format.



## CROSS-CUTTING OUTCOME: GENDER INCLUSION

In terms of gender inclusion, SHAHAR has shown substantial progress towards related indicators in FY 2016.

The number of activities supported with USG assistance that are designed to retain or recruit women into positions within the local government stands at 71 for the fiscal year, while the target was 50.

In addition, almost all women (96%) who have been trained as part of SHAHAR programming report increased self-efficacy at the conclusion of training.

In addition to these, a total of 9% of total people trained so far in FY 2016 were female (87 of 963). The other indicator tracked by gender – number of citizen inquiries registered – showed that 7% of inquiries overall were from women. Finally, the number of female interns in the youth-focused internship program (109), represents 85% of the interns - this large proportion of female interns is an exceptional achievement.

**Table: FY 2016 Progress Related to Cross-Cutting Outcome: Gender Inclusion**

No.	Indicator	FY'16 Target	FY'16 achieved	Status	Comment on status
24	# of activities supported with USG assistance that are designed to retain women or recruit women into positions within the local government	50	71	Achieved	
25	Proportion of women who report increased self-efficacy at the conclusion of U.S. Government-supported training/programming	60%	96%	Achieved	
28	Proportion of the target population reporting increased agreement with the concept that males and females should have equal access to social, economic, and political opportunities	0	0	Not Assessed	

## PROGRAM OBJECTIVE: MUNICIPAL GOVERNANCE STRENGTHENED TO MEET CITIZEN PRIORITIES AND NEEDS IN SERVICE DELIVERY

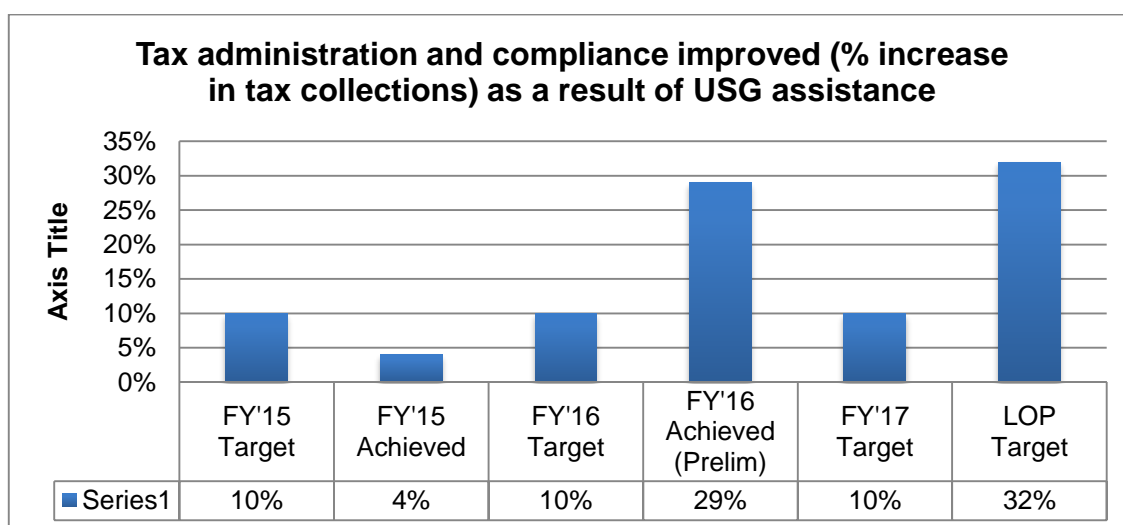
The program objective is measured by the extent to which the program outcomes are met. Additionally, three indicators measure the program objective directly and are measured annually. A fourth, included in the results framework, relates to resident perceptions.

**Table: FY'16 Progress Related to SHAHAR Program Objective: Municipal Governance Strengthened to Meet Citizen Priorities and Needs in Service Delivery**

No.	Indicator	FY'16 Target	FY'16 achieved	Status	Comment on status
1	Tax administration and compliance improved (% increase in tax collections) as a result of USG assistance (F-Indicator)	10%	29% YTD	Achieved	3 quarters of data in AFY'1395. October-December 2016 data will be included in this indicator once available.
2	Number of sub-national entities receiving USG assistance that improve their performance (as measured by municipal capacity index (MGCI) score of program-assisted municipalities) *	15	20	Achieved	Based on the results of the MGCI midline assessment, the FY 2016 target was exceeded
3	Average increased rating of municipal residents' perceptions on quality of municipal government service delivery	0	0	Not Assessed	
29	Amount of funding leveraged from the private sector through SHAHAR supported PPPs	\$160,000	\$48,158	Not Achieved	

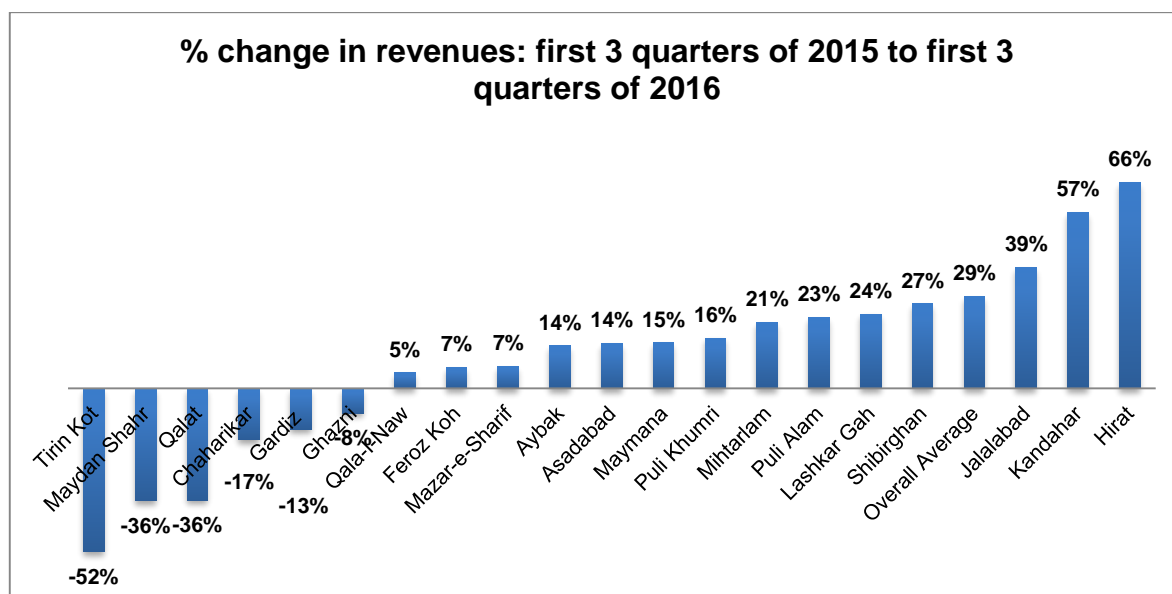
### INDICATOR 1: TAX ADMINISTRATION AND COMPLIANCE IMPROVED (% INCREASE IN TAX COLLECTIONS) AS A RESULT OF USG ASSISTANCE (F-INDICATOR)

Data for this indicator is available for three quarters; it is tracked with the AFY; AFY 1395 ends in December 2016. The results provided here are for three quarters of data. Thus far, it looks like tax collections have increased 29% over 1394. After the conclusion of December 2016, the final result will be recorded.



By municipality, for the first three quarters, the largest percentage gains in the first three quarters (fixed revenue only) were in Hirat, Kandahar, Jalalabad, Shibirghan and Lashkar Gah; while the biggest decreases were in Tirin Kot, Maydan Shahr, Qalat, Chaharikar, and Gardiz.





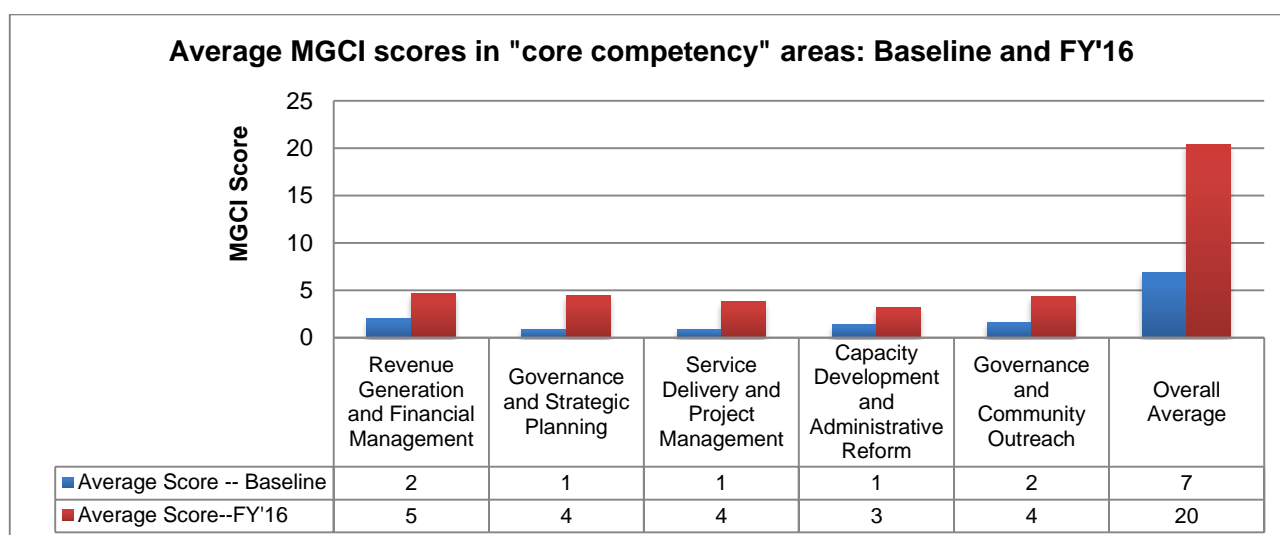
**INDICATOR 2: NUMBER OF SUB-NATIONAL ENTITIES RECEIVING USG ASSISTANCE THAT IMPROVE THEIR PERFORMANCE (AS MEASURED BY MUNICIPAL GOVERNANCE CAPACITY INDEX (MGCI) SCORE OF PROGRAM-ASSISTED MUNICIPALITIES).**

The MGCI was administered at the baseline of SHAHAR. Each municipality was assessed across five key capacity areas on 25 criteria. Each was assigned a score ranging from 0 to 125. The average score across municipalities was 7, reflecting very low capacity.

The five areas, called “core competencies” are:

- Revenue Generation and Financial Management;
- Governance and Strategic Planning;
- Service Delivery and Project Management;
- Capacity Development and Administrative Reform; and
- Governance and Community Outreach.

The results of the MGCI midline assessment administered during August 2015 indicate all 20 municipalities increased their MGCI scores; the average overall score jumped from 7 to 20, an average increase 185% - an astounding increase in performance and governing capacity. Individual municipalities increased their scores between 18% and 1900%.



The biggest capacity gains were seen (250% or more) in the following sub-categories, all of which were areas of focus for SHAHAR in FY 2016:

- Revenue Management
- Economic Development Plans (EDPs)
- Private Sector Partnerships (also called Public-Private Partnerships or PPPs)
- Procurement
- Engineering and Public Works
- Solid Waste Management
- Gender
- Youth
- Business Friendly Environment

The top 4 performing municipalities overall were Puli Alam (30), Hirat (29), Mihtarlam (29), and Gardiz (28), with a tie in fifth by Maydan Shahr (27) and Kandahar (27).

Municipalities with the largest gains were: Asadabad (350%), Gardiz (600%), Puli Khumri (600%), Puli Alam (650%), and Feroz Koh (1900%).

Municipalities with the lowest scores were Qalat, Maymana and Tirin Kot.

Midline results for the three control municipalities (Bazarak, Zaranj and Sari Pul) showed low comparative scores, averaging a total of 4 points, lending corroborating evidence of SHAHAR's influence in the municipal capacity improvements of SHAHAR's 20 partner municipalities.

An overview of the Improvements in each capacity area and in overall municipal performance follows.

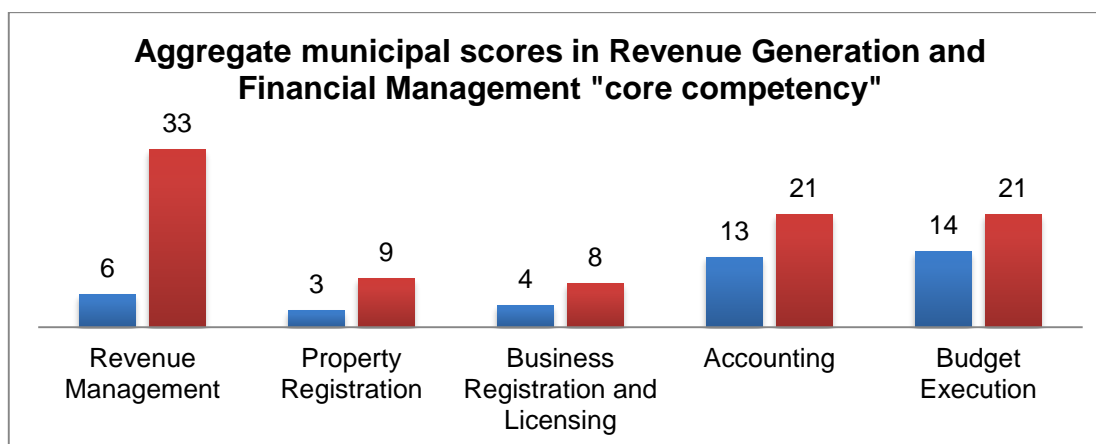
### **Revenue Generation and Financial Management**

At the baseline, the average rating in this “core competency” was 2.5 (of a possible 25), and jumped to a 4.6, nearly doubling the average score. The largest area of improvement overall within this core competency was in “Revenue Management”. At the baseline, only three municipalities had any score for “Revenue Management”, while in FY 2016, 13 did.

Furthermore, the bulk of the 13 municipalities scored a “2” or higher, reflecting municipalities whose fixed revenue had increased by at least 15% and were implementing revenue generation action plans (RGAPs). This is significant in that this activity is one that SHAHAR worked directly on with municipalities over the last year.

“Accounting” was the next area that showed the highest gains in this core competency. Most municipalities that had previous scores (13) did not move up significantly; instead, scores for the other seven municipalities increased from “0” to “1”. This is indicative of municipalities that have documented financial management systems.

For reference, a score of 2 in accounting requires installation of the IFMS accounting module and an audit and control system that includes asset registers and petty cash vouchers; 9 municipalities have established the first half of this requirement, while only one (Kandahar) has fulfilled the second.

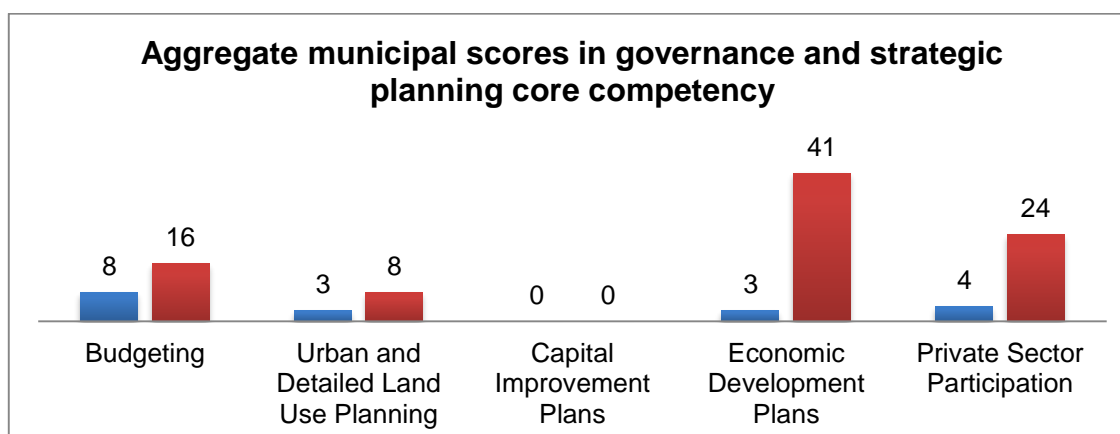


## Governance and Strategic Planning

At the baseline, the average rating in this “core competency” area was “0.9”, (of 25) and increased to an average of “4.45”, a nearly 400% increase. The largest gains by far in this area were seen in “Economic Development Plans (EDPs)”, followed by “Private Sector Participation”.

In relation to EDPs, only 2 municipalities had a written EDP at the baseline. By the end of FY 2016, 17 municipalities had written EDPs and most scored “2” or “3” in this competency area. Achieving a “2” or “3” requires the participation of the public in EDP development and the involvement of women and youth, as well as activities/programs for women in youth included. All were explicit focuses of SHAHAR assistance to municipalities; the high adoption rates illustrate SHAHAR’s successful impact in this regard.

At the baseline, only four municipalities had any “Private Sector Participation”, which increased to 19 in FY 2016, with most scoring a “1” or “2”. Promoting public private partnerships was another focus of SHAHAR, and its effects are seen in the large improvement in scores shown here.

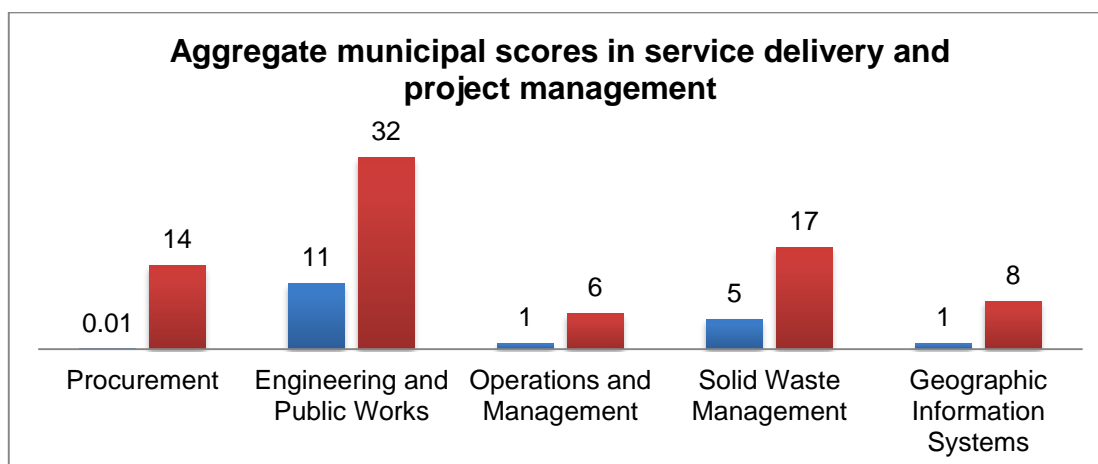


## Service Delivery and Project Management

At the baseline, the average rating in this “core competency” area was “0.9”, (of 25) and increased to an average of “3.85”. “Engineering and Public Works”, “Solid Waste Management” and “Procurement” all saw gains in terms of municipalities scoring at least a “1”.

- At the baseline, 11 municipalities scored a “1” in the “Engineering and Public Works” category; by FY 2016, six more had scored a “1”, and others had moved to a “2” or “3” by improving the quality and oversight of their civil works.

- At the baseline, five municipalities had a solid waste management (SWM) plan; by FY 2016, this had more than doubled to 11 municipalities.
- At the baseline, no municipalities had a procurement system; in FY 2016, nine scored at least a “1” and three scored even higher, reflecting increasing levels of transparency and documentation for municipal procurement systems.

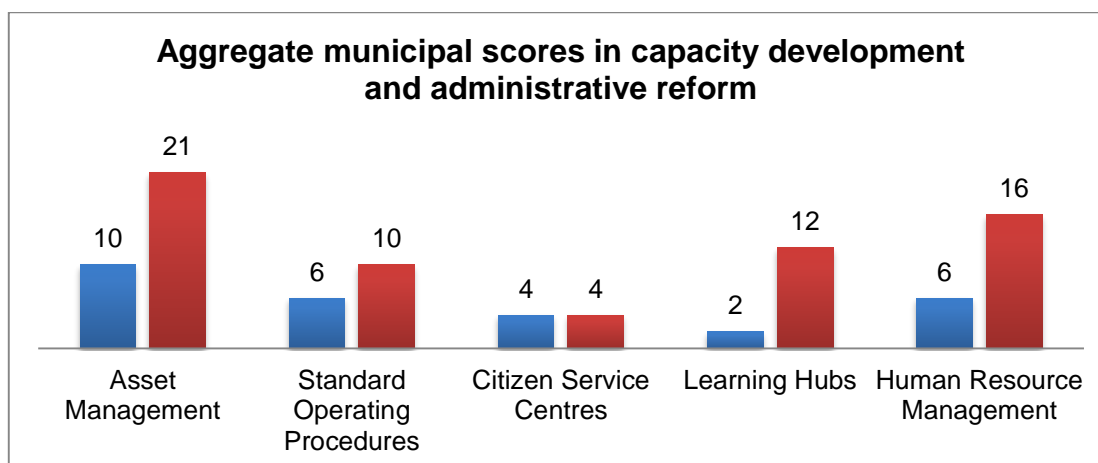


### Capacity Development and Administrative Reform

Averages in this area increased from “1.4 to 3.15”, the lowest improvement category overall; however, these increase still represent substantial improvement in performance and capacity.

“Asset Management” and “Learning Hubs” saw the biggest increases in the “Capacity Development and Administrative Reform” core competency. For “Asset Management”, 18 municipalities scored at least “1”.

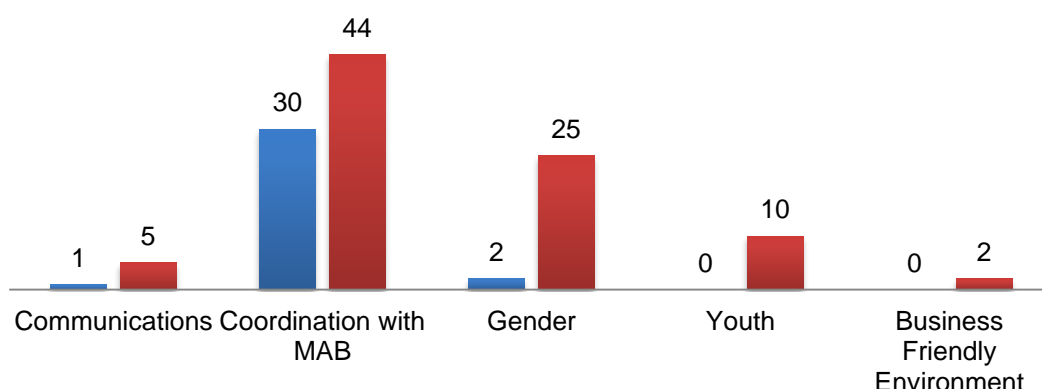
In relation to “Learning Hubs”, 12 municipalities provided training or mentoring support to at least one district municipality or official in at least two of the following areas: budget preparation, project management, financial management, HR planning, and citizen consultation.



### Governance and Community Outreach

Overall, this “core competency” increased from an average of “1.65” to “4.3”. The largest sub-category gains were seen in “Coordination with MABs”, “Youth” and “Gender”. All were explicit focuses of SHAHAR over the fiscal year (as evidenced throughout this report).

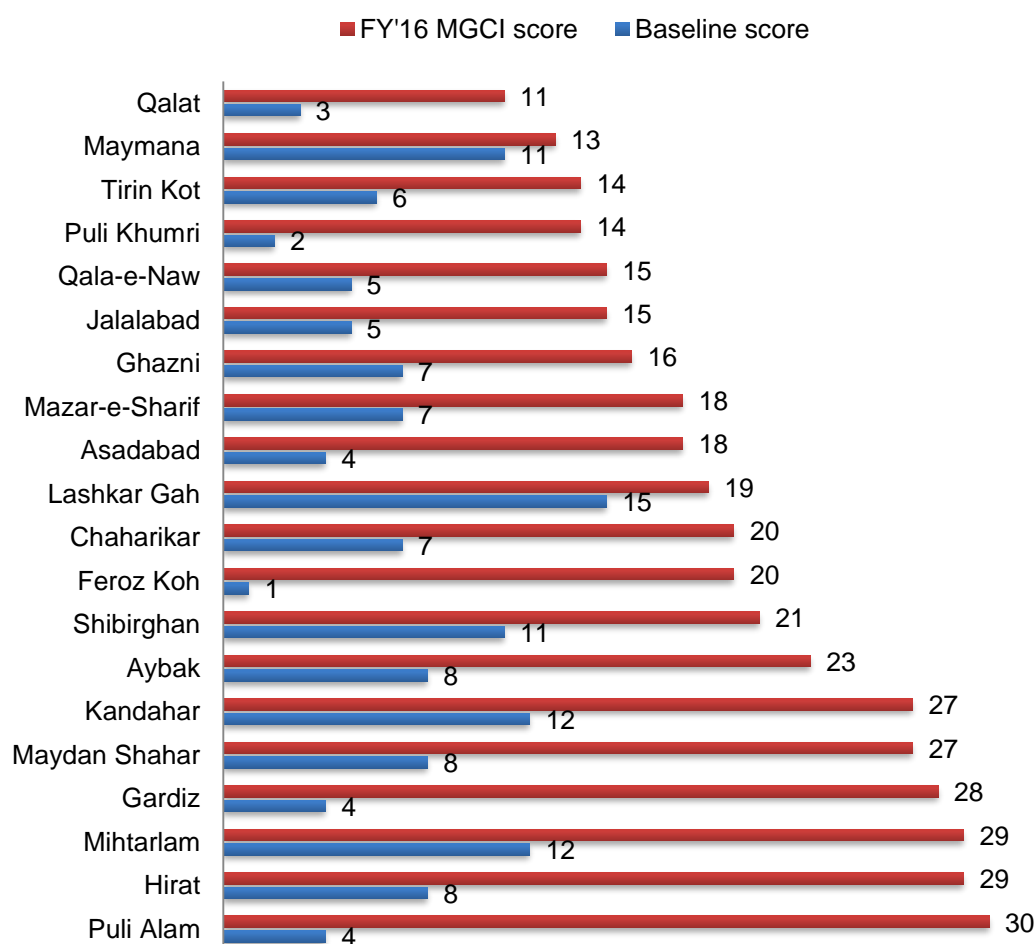
### Aggregate municipal scores in governance and community outreach



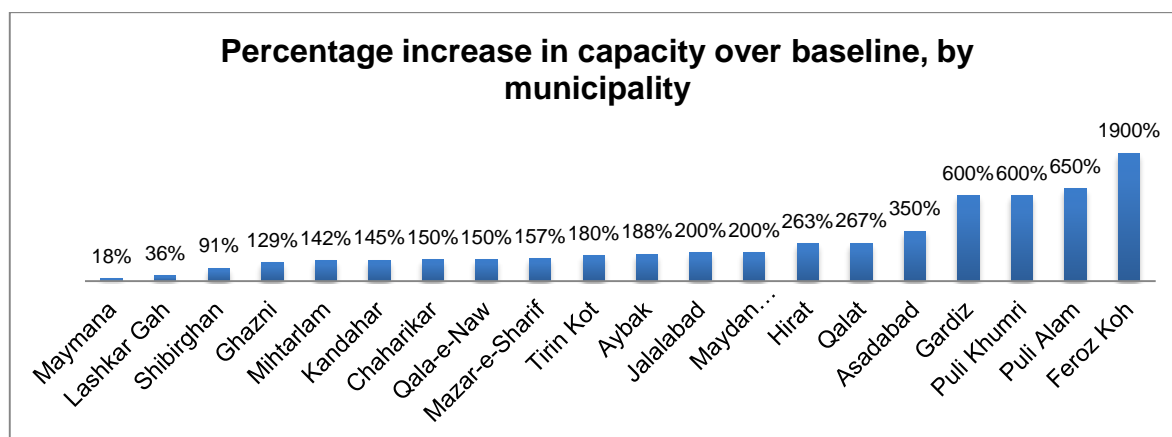
### MGCI Results by Municipality

By municipality, overall scores in FY 2016 ranged from 11 (which was the highest score on the baseline!) to 30. Percentage increases in capacity ranged from 18% (Maymana) to 1900% (Feroz Koh).

### MGCI score, Baseline and FY'16, by municipality

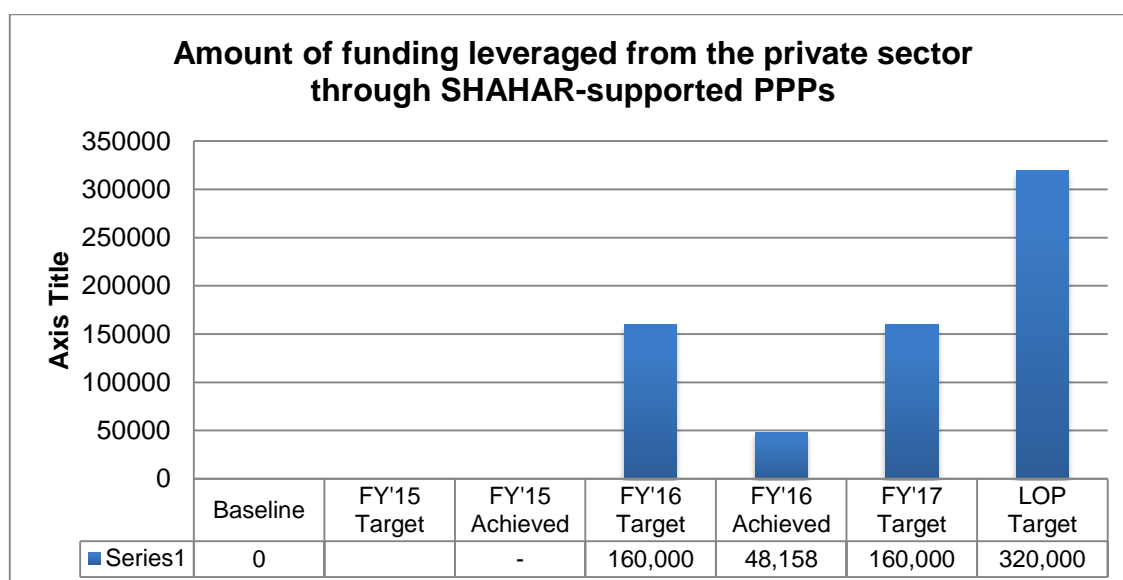






## INDICATOR 29: AMOUNT OF FUNDING LEVERAGED FROM THE PRIVATE SECTOR THROUGH SHAHAR-SUPPORTED PPPS

The total achieved for this indicator is \$48,158. The target was \$160,000 for FY 2016. The life of project (LOP) target is \$320,000; there is still an opportunity for SHAHAR to achieve the LOP target by the conclusion of FY 2017, as another 32 PPPs are in partner municipalities' pipelines for implementation during Year 3.



## PERFORMANCE INDICATOR TABLE (PIT)

The SHAHAR Quarterly Performance Indicator Table for Quarter 4 of FY 2016 is attached as a separate file. The numbers are the same as those presented above.

## ANNEXES

### ANNEX A: CONTRACTUAL DELIVERABLES

DELIVERABLE	DESCRIPTION	DUE Y=Year / M=Month
A.1.1	IFMS - Legal and Policy Module	March 29, 2016
A.1.2	IFMS - Performance Measurement Databank Module	March 29, 2016
A.1.3	IFMS – GDMA National Hub	March 29, 2016
A.3.1	GDMA able to evaluate municipalities' financial and technical performance in real time via data obtained from instantaneous IFMS reports	November 29, 2017
A.1.4	Develop Municipality Governance Capacity Index and prepare Municipalities' Capacity Assessment and Baseline Data Collection Report	Completed July 2015
A.2.1	Second Annual Municipality Capacity Assessment	November 29, 2016
A.1.5	Two-way GDMA – Municipalities Communication System installed	March 29, 2016
A.1.6	Municipal Development Fund piloted	November 29, 2016
A.1.7	GDMA Municipal Advisor(s) embedded	Completed July 2015
A.1.8	National Mayors' Network established	Completed December 2015
A.1.9	Annual National and Regional Mayors' Network Conferences	Completed December 2015
A.1.10	GDMA Mobile Outreach Teams established	March 29, 2016
A.1.11	GDMA Monitoring & Outreach Visits begin	Completed April 2016
B.1.1	Municipalities' Advisors embedded	Completed April 2015
B.1.2	Municipal PPP Unit established with SHAHAR assistance	Completed January 2016
B.2.1	2+ PPPs or Outsourcing Arrangements established in each Municipality	Preferably November 29, 2016, No Later than November 29, 2017
B.1.3	Economic Development Plans (EDP) for each Municipality	Completed January 2016
B.2.2	Competitive Urban Service Delivery Mechanism established in each Municipality	Completed January 2016
B.1.4	Individual Municipal Urban Plans	November 29, 2016

B.2.3	Individual Municipal Detailed Land Use Plans	November 29, 2016
B.1.5	Design interventions for included Provincial Capitals to be Learning Hubs for neighboring District Municipalities	Completed January 2016
B.2.4	Implement designed interventions for Learning Hubs in B.1.5	November 29, 2016
B.1.6	Rapid Municipalities' Capacity Gap Assessments and create Capacity Index Tool	Completed July 2015
B.1.7	GDMA adoption of, and training on, the Capacity Index Tool	Completed November 2015
B.1.8	Individual Municipalities' Capacity Building Plan prepared annually	Completed November 2015 and Due November 29, 2016
B.2.5	Implement Capacity Building Plan with each municipality.	Completed July 2016
B.1.9	Develop Standard Operating Procedures (SOPs) for/with Municipalities	Completed March 2016
B.1.10	Create and implement a strategy to increase women and youth's participation in municipal governance	Completed November 2015
B.1.11	Undertake initiatives to increase public outreach, transparency, and accountability of municipal governance	Completed November 2015
B.1.12	Create Municipalities' Plans for Solid Waste Management	Completed January 2016
B.1.13	Implement Municipality Plan for Solid Waste Management with each municipality	November 29, 2016
B.1.14	Establish Municipal Awareness Raising Campaigns on maintaining clean cities	Completed June 2016
B.1.15	Feasibility Study on Clean and Green Approaches to Trash Collection for each Municipality	Completed February 2016
B.2.6	Implement Clean and Green Approaches to Trash Collection in feasible municipalities	November 29, 2016
B.1.16	Develop an Implementation Plan for IFMS in each Municipality	Completed May 2016
B.1.17	Implement IFMS (or simpler appropriate system where required) in each municipality	Completed March 2016

B.1.18	Establish and develop systems for a Citizen Service Center (CSC), or improve existing one, in each municipality	May 29, 2016
B.2.7	Propose and implement international study tours and conferences as appropriate	Completed April 2016
B.2.8	Design and implement a Municipal Internship Program	Completed July 2016
B.1.19	Assist municipalities to continue systematic registration of properties and businesses to create a more accurate GIS-based database for levying and collecting business fees and Safayi tax.	Completed June 2015
B.1.20	Develop Revenue Generation Action Plans for each Municipality	Completed January 2016
B.1.21	Implement a scheme for each Municipality to assign Housing Numbers	Completed November 2015
B.1.22	Assess feasibility of implementing Mobile Money systems in each Municipality	Completed March 2016
B.1.23	Implement Mobile Money pilot in at least one Municipality	February 29, 2016
B.2.9	If the Mobile Money pilot is successful replicate it in additional Municipalities	November 29, 2016
C.1.1	Develop and Implement a Capacity Building Program for Municipal Advisory Boards	Completed December 2015
C.1.2	Development and Implement formal mechanisms for Citizen and Civil Society Participation and Representation in Municipal Affairs	Completed January 2016
C.1.3	Establish a Regional and/or National Network of MAB Members, a Women's MAB Members' Coalition, and other advocacy group(s)	February 29, 2016

## ANNEX B: RGAP TRACKER

No	Municipality	RGAP Revenue Target (AFN)*	Actual Collection (AFN)			Total Collection (AFN)	As % of Target
			Q1	Q2	Q3		
NORTH REGION							
1	Aybak	6,584,784	453,593	1,409,214	2,306,139	4,168,946	63%
2	Maymana	14,623,811	1,714,286	3,513,356	1,001,202	6,228,844	43%
3	Mazar-e-Sharif	70,156,055	13,291,708	10,062,340	12,295,525	35,649,573	51%
4	Puli Khumri	36,924,391	5,713,099	7,243,980	7,728,555	20,685,634	56%
5	Shibirghan	6,786,093	850,939	2,186,569	1,507,223	4,544,731	67%
Sub-Total North		135,075,134	22,023,625	24,415,459	24,838,644	71,277,728	53%
EAST REGION							
6	Asadabad	17,042,659	3,434,238	4,176,529	3,842,646	11,453,413	67%
7	Chaharikar	16,644,300	2,107,226	3,508,233	3,522,464	9,137,923	55%
8	Gardiz	34,773,186	3,644,333	6,566,600	7,028,501	17,239,434	50%
9	Ghazni	12,420,800	3,648,490	2,516,176	3,580,466	9,745,132	78%
10	Jalalabad	214,775,373	47,387,504	43,449,655	46,073,903	136,911,062	64%
11	Maydan Shar	4,128,812	159,166	379,180	484,958	1,023,304	25%
12	Mihtarlam	37,663,268	5,074,135	8,050,247	8,913,004	22,037,386	59%
13	Puli Alam	8,833,990	1,208,530	1,993,912	1,348,534	4,550,976	52%
Sub-Total East		346,282,388	66,663,622	70,640,532	74,794,476	212,098,630	61%
SOUTH REGION							
14	Kandahar	110,310,466	23,622,117	28,159,413	22,306,202	74,087,732	67%
15	Lashkar Gah	60,900,000	9,168,684	15,098,494	13,450,743	37,717,921	62%
16	Qalat	4,763,220	1,185,390	369,436	1,213,409	2,768,235	58%
17	Trin Kot	12,726,088	1,485,794	1,956,364	1,616,138	5,058,296	40%
Sub-Total South		188,699,774	35,461,985	45,583,707	38,586,492	119,632,184	63%
WEST REGION							
14	Firoz Koh	4,357,798	413,229	1,047,942	1,083,575	2,544,746	58%
13	Hirat	123,862,067	30,049,088	45,566,051	37,012,103	112,627,242	91%
15	Qala-I-Naw	12,908,752	814,845	2,129,041	1,723,429	4,667,315	36%
Sub-Total West		141,128,617	31,277,162	48,743,034	39,819,107	119,839,303	85%
TOTAL		811,185,913	155,426,394	189,382,732	178,038,719	522,847,845	64%

\* For selected revenue sources



## ANNEX C: PPP TRACKER

PPP Project Tracker																
Date: 28 Sep 2016																
Municipality	PPP Committee Established	PPP Workshop Conducted	Project Selected by PPP Unit/Committee		Project Approved by Mayor		Project Designed and Evaluated		Procurement Process Completed		PPP Project Contracted		Selected PPP Project	Project Source	Estimated Cost (USD)	PPP Type
			Due Date	Actual	Due Date	Actual	Due Date	Actual	Due Date	Actual	Due Date	Actual				
Asadabad	19-Jan-16	23-24 May 2016	31-Jul-16	5-Jan-16	15-Aug-16	15-Jan-16	15-Sep-16		1-Nov-16		15-Nov-16		Municipal Green Hotel	RGAP	35,217.00	Lease contract
			31-Jul-16	1-Feb-16	15-Aug-16	12-Feb-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Hotel and Conference Hall	LEDP	270,000.00	Build-Operate-Transfer (BOT)
Jalalabad	23-Jan-16		31-Jul-16		15-Aug-16		15-Sep-16		1-Nov-16		15-Nov-16		Under selection process			
			31-Jul-16		15-Aug-16		15-Sep-16		1-Nov-16		15-Nov-16		Under selection process			
Mehterlam	19-Jan-16	12-13 June 2016	31-Jul-16	14-Mar-16	15-Aug-16	16-Mar-16	15-Sep-16		1-Nov-16		15-Nov-16		Street and House Addressing in Nahya 2	LEDP	25,000.00	Service contract
	31-Jul-16		14-Mar-16	15-Aug-16	16-Mar-16	15-Sep-16	10-Jul-16	1-Nov-16		15-Nov-16		Construction of City Entrance Gate	RGAP	30,000.00	Service contract	
Puli Alam	18-Jan-16		31-Jul-16	25-Jun-16	15-Aug-16	8-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction Shops Beside Parking Lot 2	LEDP	174,000.00	BOT
			31-Jul-16	20-Jun-16	15-Aug-16	11-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Constrution of fruit and Veg Market	LEDP	20,000.00	BOT
Gardiz	19-Jan-16		31-Jul-16	20-Jun-16	15-Aug-16	11-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of under ground market	Municipal plan	20,000.00	Service contract
			31-Jul-16	3-Jul-16	15-Aug-16	11-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Municipal Market	Municipal plan	10,000.00	BOT
Mydan Shahr	18-Jan-16		31-Jul-16	19-Jun-16	15-Aug-16	21-Jun-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Municipal Market	LEDP	530,000.00	BOT
			31-Jul-16	19-Jun-16	15-Aug-16	21-Jun-16	15-Sep-16		1-Nov-16		15-Nov-16	28-Sep-16	Construction of Municipal Guesthouse	LEDP	1,000,000.00	BOT
Ghazni	25-Jan-16		31-Jul-16	20-Jun-16	15-Aug-16	23-Aug-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Park Kwaja Ali school	LEDP	96,000.00	BOT
			31-Jul-16	20-Jun-16	15-Aug-16	23-Aug-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of 4 public literin	LEDP	200,000.00	BOT
Charikar	25-Jan-16		31-Jul-16	31-Jul-16	15-Aug-16	31-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Solid Waste collection	LEDP		Service contract
			31-Jul-16	31-Jul-16	15-Aug-16	31-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Fruit and Veg market	LEDP	100,000.00	BOT
Tarin Kot	19-Jan-16		31-Jul-16	19-Jun-16	15-Aug-16	28-Jun-16	15-Sep-16		1-Nov-16		15-Nov-16		Supply equipments and trash collection	SWMP	131,335.00	
Puli Khumri	19-Jan-16		31-Jul-16	5-Jun-16	15-Aug-16	6-Jun-16	15-Sep-16	12-Jun-16	1-Nov-16	19-Mar-16	15-Nov-16	13-Jun-16	Qahwa Khana Garden Boundary Wall	LEDP	12,000.00	BOT
Hirat	30-Jan-16	10-11 May 2016	31-Jul-16	15-Jan-16	15-Aug-16	1-Feb-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of 4 intersections	LEDP	400,000.00	BOT
			31-Jul-16	15-Jan-16	15-Aug-16	2-Feb-16	15-Sep-16		1-Nov-16		15-Nov-16		Solid Waste Collection in Nahya 1, 5, 14	LEDP	180,000.00	Service contract
Qala-I-Naw	19-Jan-16		31-Jul-16	15-May-16	15-Aug-16	21-May-16	15-Sep-16		1-Nov-16		15-Nov-16		Solid Waste Collection in All 4 Nahyas	SWMP	30,000.00	Service contract
			31-Jul-16	15-May-16	15-Aug-16	21-May-16	15-Sep-16		1-Nov-16		15-Nov-16		Hotel Construction	LEDP	150,000.00	BOT
Feroz Koh	18-Jan-16	On May 3-4, 2016 workshop conducted	31-Jul-16	1-Apr-16	15-Aug-16	6-Apr-16	15-Sep-16	30-Apr-16	1-Nov-16	2-Jul-16	15-Nov-16		Construction of Car Wash	LEDP	44,180.00	BOT
			31-Jul-16	1-Apr-16	15-Aug-16	10-Apr-16	15-Sep-16	30-Apr-16	1-Nov-16	2-Jul-16	15-Nov-16		Construction of Gymnasium	LEDP	441,180.00	BOT
Kandahar	18-Jan-16		31-Jul-16	15-May-16	15-Aug-16	22-May-16	15-Sep-16	30-May-16	1-Nov-16		15-Nov-16		Solid waste Collection in Nahya 1 and 13	Municipal plan		Service contract
			31-Jul-16	15-May-16	15-Aug-16	22-May-16	15-Sep-16	30-May-16	1-Nov-16		15-Nov-16		Construction of Fruit Market	Municipal plan	4,850,000.00	BOT
Lashkar Gah	24-Jan-16		31-Jul-16	23-Aug-16	15-Aug-16	23-Aug-16	15-Sep-16		1-Nov-16		15-Nov-16		Lease of 63 municipal shops	Municipal plan	40,000.00	lease contract
			31-Jul-16	23-Aug-16	15-Aug-16	23-Aug-16	15-Sep-16		1-Nov-16		15-Nov-16		Lease of municipal hotels and old office	Municipal plan	5,300.00	lease contrac
Qalat	18-Jan-16		31-Jul-16	17-Jul-16	15-Aug-16	17-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Fruit Market			
			31-Jul-16	17-Jul-16	15-Aug-16	17-Jul-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of municipal market			
Mazar-e-Sharif	23-Jan-16	16-17 May 2016	31-Jul-16	22-May-16	15-Aug-16	20-Apr-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Park S	RGAP	14,705.00	Lease contract
			31-Jul-16	22-May-16	15-Aug-16	18-May-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Park O	RGAP & LEDP	-	Lease contract
			23-May-16	23-May-16	15-Aug-16	2-Nov-15	15-Sep-16	N/A	1-Nov-16	25-Oct-15	15-Nov-16	25-Oct-15	City main Roads cleaning and greening	SWMM	333,333.33	Lease contract
			31-Jul-16	1-Jan-16	15-Aug-16	1-Jan-16	15-Sep-16	N/A	1-Nov-16	3-Feb-16	15-Nov-16	28-Jun-16	2100 meter of Nasagi road asphalt	Municipal plan	1,511,800.30	Service contract
			31-Jul-16	1-Jan-16	15-Aug-16	1-Jan-16	15-Sep-16	N/A	1-Nov-16	14-May-16	15-Nov-16		Contraction of 5 public latrine	RGAP	15,000.00	Lease contract
31-Jul-16	22-Feb-15		15-Aug-16	30-Jan-15	15-Sep-16	22-Apr-15	1-Nov-16	13-Aug-15	15-Nov-16	24-Aug-15	Bus Terminal	Municipal plan	23,423.00	Lease contract		
31-Jul-16	5-Jun-16		15-Aug-16	10-Jun-16	15-Sep-16	1-August,1	1-Nov-16	5-August,1	15-Nov-16	10-Sep-16	Minibus and Taxi terminal	LEDP	40,223.62	BOT		
31-Jul-16	29-Feb-15		15-Aug-16	5-Mar-16	15-Sep-16	15-Mar-15	1-Nov-16	20-May-15	15-Nov-16	25-May-15	Construction of Mirza Wolaghbig market	Municipal plan	1,360,303.03	BOT		
31-Jul-16	25-Jan-16		15-Aug-16	28-Jan-16	15-Sep-16	14-Mar-16	1-Nov-16	27-Apr-16	15-Nov-16	30-Apr-16	Grain Market	LEDP	1,409,482.00	BOT		
Aybak	18-Jan-16		31-Jul-16	24-May-16	15-Aug-16	26-May-16	15-Sep-16	20-Jun-16	30-Sep-16		25-Oct-16		Reconstruction of Football Stadium	LEDP	160,000.00	BOT
			31-Jul-16	24-May-16	15-Aug-16	26-May-16	15-Sep-16	12-Jun-16	6-Aug-16		27-Aug-16		Solid Waste Collection in Nahya 1 and 2	SWMP	58,352.00	Service contract
Maimana	20-Jan-16		31-Jul-16	15-Jun-16	15-Aug-16	22-Jun-16	15-Sep-16		1-Nov-16		15-Nov-16		Construction of Fruit Market	Municipal plan	120,000.00	BOT
			31-Jul-16	22-Jul-16	15-Aug-16		15-Sep-16		1-Nov-16		15-Nov-16	25-Sep-16	City entrance fee contract	Municipal plan	597,000.00	lease
			31-Jul-16	15-Feb-16	15-Aug-16	30-Mar-16	15-Sep-16	25-Apr-16	1-Nov-16	31-May-16	15-Nov-16		Women's Park	Municipal plan	2,102.00	Lease contract
Project Source: Local Economic Development Plan (LEDP), Solid Waste Management Plan (SWMP), Revenue Generation Action Plan (RGAP), Compitative Urban Service Development Mechanism (CUSDM) or municipal development plans																

## ANNEX D: CSC PROJECTS TRACKER

### Status of SHAHAR CSC Projects

Date: September 28, 2016

No.	Region	Municipality	TAMIS ID	DESCRIPTION	Est. Total Cost (USD)	Duration	NTP Release Date	Period of Performance		Actual Start Date	Status	% Completion
								From	To			
1	East	Asadabad	P-ASD-004	CSC plus a new toilet with two stalls (one for male and for female).	36,300	2 Months	13-Jul-16	11-Jul-16	25-Sep-16	23-Jul-16	Completed	
2		Chaharikar	P-CRK-003	Furnishing of hall allocated by the mayor	18,150	2 Months	13-Jul-16	13-Jul-16	10-Sep-16	20-Jul-16	Ongoing	98%
3		Gardiz	P-GDZ-005	CSC plus a new toilet with two stalls (male and female).	46,200						Cancelled	
4		Ghazni	P-GZN-005	CSC plus installation of partition in existing toilet to separate male and female stalls	28,050	3 Months	8-Aug-16	8-Aug-16	7-Oct-16	15-Aug-16	Completed	100%
5		Maydan Shahr	P-MDS-004	CSC plus the possibility of constructing a new toilet for CSC customers	47,300	3 Months					Cancelled	
6		Mihtarlam	P-MTM-005	CSC; municipality to provide two portable toilets, one each for male and female	29,700	2 Months	16-Jul-16	11-Jul-16	10-Sep-16	25-Jul-16	Ongoing	75%
7		Puli Alam	P-PLM-005	CSC plus a new toilet with 4 stalls (2 stalls for male and 2 stalls for female) and septic tank	45,100	3 Months	7-Sep-16	7-Sep-16	#####		Ongoing	5%
8		Jalalabad	P-JLB-001	CSC plus new toilet with two stalls	53,350	3 Months	7-Sep-16	7-Sep-16	#####		Cancelled	
8	Sub-Total East				304,150							
1	West	Feroz Koh	P-FZK-005	Renovation of existing CSC and provision of new toilet (male and female) and new septic tank.	27,500	2 Months					Cancelled	
2		Qala-i-Naw	P-QLN-005	CSC with the municipality committing to refurbish existing toilet for use by customers	33,000	2 Months	8-Aug-16	8-Aug-16	7-Oct-16	22-Aug-16	Ongoing	31%
3		Herat	P-HRT-001	Public Latrine Construction for Hirat CSC	18,000	2 Months					Cancelled	
3	Sub-Total West				78,500							
1	South	Qalat	P-QLT-006	CSC plus renovation of existing public latrine for use by CSC customers	42,900	2 Months					Cancelled	
2		Lashkar Gah	P-LKG-005	CSC plus construction of a toilet with 5 stalls (three for men and two for women)	43,450	3 Months	7-Sep-16	7-Sep-16	#####		Ongoing	5%
3		Tirin Kot	P-TKT-002	CSC plus improvement of existing toilet	34,100	7 Weeks					Cancelled	
3	Sub-Total South				120,450							
14	TOTAL COST				503,100							

## ANNEX E: CUSDM PROJECTS TRACKER

### Status Report on CUSDM Projects as of September 28, 2016

No.	Region	Municipality	Project Title	Est. Total Cost (USD)	SHAHAR Share		Share of Municipality (USD)		Period of Performance		Status	% Completion
					USD	%	USD	%	From	To		
1	North	Shibirghan	Refurbishment of Shibirghan Municipality Meeting Hall	36,733	36,733	100.0%	-	0.0%	18-Jun-16	17-Aug-16	Completed	100%
2		Shibirghan	Construction of Mni-Bus and Taxi Station	157,802	118,358	75.0%	39,444	25.0%	11-Jun-16	17-Sep-16	Ongoing	59%
3		Aybak	Renovation of Stadium in District #1	160,149	120,001	74.9%	40,148	25.1%	21-Jun-16	20-Oct-16	Ongoing	52%
4		Maymana	Construction of Bus Terminal	160,882	120,003	74.6%	40,879	25.4%	16-Jul-16	15-Nov-16	Ongoing	58%
5		Puli Khumri	Construction of a Boundary Wall for Qahwa Khana Park	160,005	120,004	75.0%	40,001	25.0%	14-Jun-16	20-Nov-16	Ongoing	31%
5	Sub-Total North			675,570	515,099	76.2%	160,471	23.8%				
1	East	Asadabad	Construction of Culverts, Wash and Drainage Ditches	73,241	54,010	73.7%	19,231	26.3%	15-Jun-16	14-Sep-16	Ongoing	91%
2		Chaharikar	Upgrading of Gul Ghundi Public Park Phase I	178,894	131,394	73.4%	47,500	26.6%	10-Aug-16	9-Feb-17	Ongoing	10%
3		Gardiz	Renovation of Drainage & Road Side Ditches	125,944	100,426	79.7%	25,518	20.3%	8-Jun-16	7-Dec-16	Terminated	0%
4		Ghazni	Construction of 2 Bus Stations	154,454	112,258	72.7%	42,197	27.3%	13-Jun-16	12-Sep-16	Terminated	0%
5		Maydan Shahr	Construction of Cattle Market Boundary Wall	144,801	111,497	77.0%	33,304	23.0%	28-Jun-16	27-Dec-16	Ongoing	34%
6		Mihtarlam	Construction of Road Side Ditches	121,125	91,302	75.4%	29,823	24.6%	12-Jun-16	11-Dec-16	Ongoing	56%
7		Puli Alam	Construction of Drainage Ditches	24,182	18,610	77.0%	5,572	23.0%	14-Jun-16	13-Dec-16	Completed	100%
7	Sub-Total East			822,640	619,497	75.3%	203,144	24.7%				
1	West	Feroz Koh	Upgrading of Dara Qazi Park	113,803	72,820	64.0%	40,983	36.0%	21-Jun-16	20-Oct-16	Ongoing	60%
2		Qala-i-Naw	Construction of 3 Public Latrines	112,468	65,368	58.1%	47,100	41.9%	15-Jun-16	14-Oct-16	Ongoing	20%
2	Sub-Total West			226,271	138,188	61.1%	88,083	38.9%				
1	South	Qalat	Construction of Sidewalk and Drainage	159,955	120,000	75.0%	39,955	25.0%	13-Jun-16	19-Oct-16	Ongoing	63%
2		Lashkar Gah	Construction of Mosaic/PCC Sidewalk	127,105	98,063	77.2%	29,042	22.8%	14-Jun-16	13-Oct-16	Ongoing	60%
3		Tirin Kot	Women Park Construction	156,916	117,733	75.0%	39,183	25.0%	13-Jul-16	12-Oct-16	Terminated	17%
3	Sub-Total South			443,976	335,796	75.6%	108,180	24.4%				
17	TOTAL COST			2,168,458	1,608,580	74.2%	559,878	25.8%				

## ANNEX F: BUDGET EXECUTION – FIXED REVENUE

Municipality	Fixed Revenue													1395 Budget	1395 Total as % of 1395 Budget
	1st Qtr			YTD Total 2nd Qtr			YTD Total 3rd Qtr				YTD Total 4th Qtr				
	1394	1395	% Inc./ Dec.	1394	1395	% Inc./ Dec.	1394	1395	% Inc./ Dec.	3rd Qtr 1394 YTD As % of 1394 Total	1394	1395 (Annualized)	% Inc./ Dec.		
NORTH REGION															
Aybak	1,904,081	1,301,620	-32%	4,058,191	4,369,165	8%	7,835,403	10,011,948	28%	64%	12,217,710	15,611,587	28%	19,954,994	78%
Maymana	3,717,453	3,298,932	-11%	9,548,161	10,178,371	7%	15,084,695	19,000,107	26%	70%	21,432,657	26,995,758	26%	26,630,054	101%
Mazar-e-Sharif	50,534,044	64,541,953	28%	101,943,274	111,363,622	9%	159,498,199	158,277,966	-1%	68%	233,308,442	231,523,527	-1%	370,316,881	63%
Puli Khumri	8,446,295	7,681,491	-9%	18,912,795	23,214,094	23%	28,880,186	34,407,113	19%	71%	40,446,719	48,187,184	19%	62,482,901	77%
Shibirghan	951,230	1,790,879	88%	5,396,712	6,577,691	22%	10,841,612	13,480,405	24%	52%	20,653,347	25,680,266	24%	24,595,146	104%
Sub-Total North	65,553,103	78,614,875	20%	139,859,133	155,702,943	11%	222,140,095	235,177,539	6%	68%	328,058,875	347,998,323	6%	503,979,976	69%
EAST REGION															
Asadabad	2,668,216	3,635,347	36%	8,234,027	8,609,047	5%	11,998,596	13,956,173	16%	60%	20,082,866	23,359,396	16%	18,851,616	124%
Chaharikar	3,238,350	2,710,017	-16%	9,110,218	6,961,375	-24%	14,466,436	12,717,723	-12%	62%	23,496,042	20,655,824	-12%	25,367,900	81%
Gardiz	4,856,143	4,457,232	-8%	12,661,732	10,770,650	-15%	20,770,136	18,090,830	-13%	76%	27,434,062	23,895,123	-13%	40,272,686	59%
Ghazni	15,028,444	16,706,959	11%	33,962,176	32,854,388	-3%	54,552,319	45,768,363	-16%	68%	79,973,911	67,096,597	-16%	77,463,968	87%
Jalalabad	35,798,978	60,246,794	68%	89,206,217	118,422,315	33%	132,418,885	178,590,277	35%	72%	183,602,751	247,620,769	35%	284,446,713	87%
Maydan Shahr	1,192,070	1,725,316	45%	4,614,776	3,290,306	-29%	9,607,659	4,839,010	-50%	56%	17,008,014	8,566,285	-50%	11,178,812	77%
Mihtarlam	4,508,364	5,276,065	17%	12,505,740	14,559,899	16%	19,263,241	24,133,999	25%	62%	31,317,118	39,235,729	25%	41,555,757	94%
Puli Alam	2,265,845	3,191,987	41%	5,343,472	6,890,619	29%	9,520,920	10,935,652	15%	63%	15,126,932	17,374,672	15%	19,063,990	91%
Sub-Total East	69,556,410	97,949,717	41%	175,638,358	202,358,599	15%	272,598,192	309,032,027	13%	68%	398,041,696	447,804,395	13%	518,201,442	86%
SOUTH REGION															
Kandahar	32,472,561	53,635,569	65%	71,648,428	110,237,159	54%	104,581,326	162,839,290	56%	64%	163,059,801	253,893,723	56%	165,209,766	154%
Lashkar Gah	7,501,092	11,172,765	49%	23,268,860	27,419,352	18%	37,826,654	46,339,496	23%	68%	55,955,308	68,547,981	23%	84,900,000	81%
Qalat	2,031,463	1,185,390	-42%	2,620,793	1,625,275	-38%	2,734,803	1,929,271	-29%	64%	4,267,478	3,010,499	-29%	5,283,220	57%
Tirin Kot	1,931,400	1,069,609	-45%	5,813,278	2,019,086	-65%	6,344,522	3,640,454	-43%	70%	9,028,714	5,180,630	-43%	14,437,450	36%
Sub-Total South	43,936,516	67,063,333	53%	103,351,359	141,300,872	37%	151,487,305	214,748,511	42%	65%	232,311,301	330,632,833	42%	269,830,436	123%
WEST REGION															
Feroz Koh	1,187,655	1,241,347	5%	3,898,395	4,545,486	17%	6,897,578	7,004,375	2%	70%	9,878,534	10,031,486	2%	13,057,798	77%
Hirat	49,396,165	79,517,727	61%	105,963,161	170,395,186	61%	154,438,061	264,444,098	71%	62%	250,103,944	428,252,669	71%	436,812,067	98%
Qala-I-Naw	846,142	1,034,273	22%	2,731,184	4,203,709	54%	8,220,691	7,141,060	-13%	68%	12,136,611	10,542,699	-13%	24,801,139	43%
Sub-Total West	51,429,962	81,793,347	59%	112,592,740	179,144,381	59%	169,556,330	278,589,533	64%	62%	272,119,089	448,826,854	65%	474,671,004	95%
TOTAL	230,475,991	325,421,272	41%	531,441,590	678,506,795	28%	815,781,922	1,037,547,610	27%	66%	1,230,530,961	1,575,262,405	28%	1,766,682,858	89%

## ANNEX G: BUDGET EXECUTION – NON-FIXED REVENUE

Municipality	Non-Fixed Revenue													1395 Budget	1395 Total as % of 1395 Budget
	1st Qtr			YTD Total 2nd Qtr			YTD Total 3rd Qtr				YTD Total 4th Qtr				
	1394	1395	% Inc./ Dec.	1394	1395	% Inc./ Dec.	1394	1395	% Inc./ Dec.	3rd Qtr 1394 YTD As % of 1394 Total	1394	1395 (Annualized)	% Inc./ Dec.		
NORTH REGION															
Aybak	5,768,078	3,595,338	-38%	8,570,043	7,508,256	-12%	14,556,171	9,274,411	-36%	86%	16,892,699	10,763,121	-36%	53,069,734	20%
Maymana	1,626,490	284,000	-83%	2,960,925	1,918,274	-35%	5,136,595	3,383,371	-34%	80%	6,417,515	4,227,087	-34%	18,527,500	23%
Mazar-e-Sharif	14,910,308	26,839,062	80%	24,998,475	46,483,925	86%	37,257,859	58,560,829	57%	71%	52,485,943	82,495,893	57%	339,108,644	24%
Puli Khumri	1,479,725	2,261,920	53%	3,455,464	5,682,860	64%	5,019,624	7,694,998	53%	83%	6,068,773	9,303,326	53%	144,555,074	6%
Shibirghan	1,173,276	35,446,523	2921%	2,314,038	46,247,845	1899%	3,435,971	56,561,968	1546%	76%	4,527,445	74,529,500	1546%	206,506,058	36%
Sub-Total North	24,957,877	68,426,843	174%	42,298,948	107,841,160	155%	65,406,220	135,475,577	107%	76%	86,392,375	181,318,926	110%	761,767,010	24%
EAST REGION															
Asadabad	315,721	211,375	-33%	1,271,731	316,707	-75%	1,482,499	459,914	-69%	84%	1,766,894	548,142	-69%	2,997,240	18%
Chaharikar	3,331,253	211,375	-94%	5,464,858	5,387,071	-1%	7,819,242	12,905,390	65%	54%	14,587,772	24,076,616	65%	15,660,000	154%
Gardiz	35,000	211,375	504%	1,046,548	232,375	-78%	1,437,548	6,796,930	373%	92%	1,556,548	7,359,579	373%	21,887,995	34%
Ghazni	3,766,817	2,436,787	-35%	7,271,533	4,271,229	-41%	9,876,570	9,697,317	-2%	76%	13,077,118	12,839,777	-2%	139,589,011	9%
Jalalabad	14,615,427	19,003,377	30%	33,143,266	35,078,311	6%	42,132,082	43,394,195	3%	69%	61,007,620	62,835,171	3%	192,815,250	33%
Maydan Shahr	890,960	2,208,702	148%	3,700,899	5,159,240	39%	9,173,471	7,226,639	-21%	90%	10,203,738	8,038,258	-21%	41,600,000	19%
Mihtarlam	5,522,920	5,856,354	6%	9,255,444	9,163,713	-1%	11,845,049	15,042,758	27%	77%	15,345,098	19,487,686	27%	64,666,141	30%
Puli Alam	3,826,521	1,802,659	-53%	8,394,018	6,238,449	-26%	8,747,280	7,109,917	-19%	75%	11,680,455	9,494,044	-19%	93,458,136	10%
Sub-Total East	32,304,619	31,942,004	-1%	69,548,297	65,847,095	-5%	92,513,741	102,633,060	11%	72%	129,225,243	144,679,273	12%	572,673,773	25%
SOUTH REGION															
Kandahar	36,280,028	86,372,536	138%	51,812,825	111,695,022	116%	64,316,198	123,388,524	92%	89%	72,447,280	138,987,739	92%	585,121,863	24%
Lashkar Gah	25,078,101	3,240,980	-87%	39,328,733	7,747,351	-80%	43,187,632	10,954,099	-75%	95%	45,332,540	11,498,133	-75%	201,442,000	6%
Qalat	246,000	509,408	107%	577,876	533,693	-8%	648,563	558,693	-14%	68%	956,083	823,601	-14%	37,149,364	2%
Tirin Kot	670,000	-	-100%	909,000	1,349,920	49%	909,000	1,361,120	50%	76%	1,198,140	1,794,073	50%	2,810,000	64%
Sub-Total South	62,274,129	90,122,924	45%	92,628,434	121,325,986	31%	109,061,393	136,262,436	25%	91%	119,934,043	153,103,546	28%	826,523,227	19%
WEST REGION															
Feroz Koh	1,787,660	1,105,519	-38%	6,339,825	2,318,814	-63%	6,743,886	3,403,789	-50%	83%	8,096,253	4,086,359	-50%	63,253,590	6%
Hirat	38,276,398	13,959,964	-64%	63,870,896	49,397,715	-23%	77,355,108	103,409,548	34%	78%	98,882,296	132,187,438	34%	250,563,732	53%
Qala-I-Naw	792,104	1,312,275	66%	1,135,001	2,006,277	77%	1,734,592	2,676,237	54%	68%	2,536,755	3,913,864	54%	12,699,640	31%
Sub-Total West	40,856,162	16,377,758	-60%	71,345,722	53,722,806	-25%	85,833,586	109,489,574	28%	78%	109,515,304	140,187,661	28%	326,516,962	43%
TOTAL	160,392,787	206,869,529	29%	275,821,401	348,737,047	26%	352,814,940	483,860,647	37%	79%	445,066,965	619,289,405	39%	2,487,480,972	25%



## ANNEX H: BUDGET EXECUTION – TOTAL REVENUE

Municipality	Total Revenue													1395 Budget	1395 Total as % of 1395 Budget
	1st Qtr			YTD Total 2nd Qtr			YTD Total 3rd Qtr				YTD Total 4th Qtr				
	1394	1395	% Inc./ Dec.	1394	1395	% Inc./ Dec.	1394	1395	% Inc./ Dec.	3rd Qtr 1394 YTD As % of 1394 Total	1394	1395 (Annualized)	% Inc./ Dec.		
NORTH REGION															
Aybak	7,672,159	4,896,958	-36%	12,628,234	11,877,421	-6%	22,391,574	19,286,359	-14%	77%	29,110,409	26,374,708	-9%	73,024,728	36%
Maymana	5,343,943	3,582,932	-33%	12,509,086	12,096,645	-3%	20,221,290	22,383,478	11%	73%	27,850,172	31,222,845	12%	45,157,554	69%
Mazar-e-Sharif	65,444,352	91,381,015	40%	126,941,752	157,847,547	24%	196,756,058	216,838,795	10%	69%	285,794,385	314,019,420	10%	709,425,525	44%
Puli Khumri	9,926,020	9,943,411	0%	22,368,259	28,896,954	29%	33,899,810	42,102,111	24%	73%	46,515,492	57,490,509	24%	207,037,975	28%
Shibirghan	2,124,506	37,237,402	1653%	7,710,750	52,825,536	585%	14,277,583	70,042,373	391%	57%	25,180,792	100,209,766	298%	231,101,204	43%
Sub-Total North	90,510,980	147,041,718	62%	182,158,081	263,544,103	45%	287,546,315	370,653,116	29%	69%	414,451,250	529,317,249	28%	1,265,746,986	42%
EAST REGION															
Asadabad	2,983,937	3,846,722	29%	9,505,758	8,925,754	-6%	13,481,095	14,416,087	7%	62%	21,849,760	23,907,537	9%	21,848,856	109%
Chaharikar	6,569,603	2,921,392	-56%	14,575,076	12,348,446	-15%	22,285,678	25,623,113	15%	59%	38,083,814	44,732,440	17%	41,027,900	109%
Gardiz	4,891,143	4,668,607	-5%	13,708,280	11,003,025	-20%	22,207,684	24,887,760	12%	77%	28,990,610	31,254,702	8%	62,160,681	50%
Ghazni	18,795,261	19,143,746	2%	41,233,709	37,125,617	-10%	64,428,889	55,465,680	-14%	69%	93,051,029	79,936,375	-14%	217,052,979	37%
Jalalabad	50,414,405	79,250,171	57%	122,349,483	153,500,626	25%	174,550,967	221,984,472	27%	71%	244,610,371	310,455,940	27%	477,261,963	65%
Maydan Shahr	2,083,030	3,934,018	89%	8,315,675	8,449,546	2%	18,781,130	12,065,649	-36%	69%	27,211,752	16,604,544	-39%	52,778,812	31%
Mihtarlam	10,031,284	11,132,419	11%	21,761,184	23,723,612	9%	31,108,290	39,176,757	26%	67%	46,662,216	58,723,415	26%	106,221,898	55%
Puli Alam	6,092,366	4,994,646	-18%	13,737,490	13,129,068	-4%	18,268,200	18,045,569	-1%	68%	26,807,387	26,868,717	0%	112,522,126	24%
Sub-Total East	101,861,029	129,891,721	28%	245,186,655	268,205,694	9%	365,111,933	411,665,087	13%	69%	527,266,939	592,483,668	12%	1,090,875,215	54%
SOUTH REGION															
Kandahar	68,752,589	140,008,105	104%	123,461,253	221,932,181	80%	168,897,524	286,227,814	69%	72%	235,507,081	392,881,462	67%	750,331,629	52%
Lashkar Gah	32,579,193	14,413,745	-56%	62,597,593	35,166,703	-44%	81,014,286	57,293,595	-29%	80%	101,287,848	80,046,114	-21%	286,342,000	28%
Qalat	2,277,463	1,694,798	-26%	3,198,669	2,158,968	-33%	3,383,366	2,487,964	-26%	65%	5,223,561	3,834,100	-27%	42,432,584	9%
Tirin Kot	2,601,400	1,069,609	-59%	6,722,278	3,369,006	-50%	7,253,522	5,001,574	-31%	71%	10,226,854	6,974,702	-32%	17,247,450	40%
Sub-Total South	106,210,645	157,186,257	48%	195,979,793	262,626,858	34%	260,548,698	351,010,947	35%	74%	352,245,344	483,736,378	37%	1,096,353,663	44%
WEST REGION															
Feroz Koh	2,975,315	2,346,866	-21%	10,238,220	6,864,300	-33%	13,641,464	10,408,164	-24%	76%	17,974,787	14,117,845	-21%	76,311,388	19%
Hirat	87,672,563	93,477,691	7%	169,834,057	219,792,901	29%	231,793,169	367,853,646	59%	66%	348,986,240	560,440,107	61%	687,375,799	82%
Qala-I-Naw	1,638,246	2,346,548	43%	3,866,185	6,209,986	61%	9,955,283	9,817,297	-1%	68%	14,673,366	14,456,563	-1%	37,500,779	39%
Sub-Total West	92,286,124	98,171,105	6%	183,938,462	232,867,187	27%	255,389,916	388,079,107	52%	67%	381,634,393	589,014,515	54%	801,187,966	74%
TOTAL	390,868,778	532,290,801	36%	807,262,991	1,027,243,842	27%	1,168,596,862	1,521,408,257	30%	70%	1,675,597,926	2,194,551,810	31%	4,254,163,830	52%

## ANNEX I: BUDGET EXECUTION – ORDINARY BUDGET

Municipality	Ordinary Expenditure										1395 Budget	3rd Qtr Total as % of 1395 Budget
	1st Qtr			YTD Total 2nd Qtr			YTD Total 3rd Qtr			YTD Total 4th Qtr		
	1394	1395	% Inc./ (Dec.)	1394	1395	% Inc./ (Dec.)	1394	1395	% Inc./ (Dec.)	1394		
NORTH REGION												
Aybak	2,674,858	2,139,990	-20%	4,562,962	5,963,848	31%	8,027,743	15,148,647	89%	15,025,920	23,414,827	65%
Maymana	2,123,384	1,767,820	-17%	5,435,893	5,358,582	-1%	9,082,726	9,361,092	3%	12,784,814	22,625,230	41%
Mazar-e-Sharif	8,613,000	9,659,419	12%	17,191,148	36,240,075	111%	55,250,988	59,800,700	8%	73,906,903	166,642,596	36%
Puli Khumri	3,923,155	6,169,968	57%	9,020,371	20,634,038	129%	13,487,501	28,280,007	110%	23,731,166	52,121,960	54%
Shibirghan	1,638,370	2,458,575	50%	5,465,356	6,213,360	14%	10,069,693	9,614,469	-5%	15,609,600	21,178,056	45%
Sub-Total North	18,972,767	22,195,772	17%	41,675,730	74,409,903	79%	95,918,651	122,204,915	27%	141,058,403	285,982,669	43%
EAST REGION												
Asadabad	867,793	1,209,887	39%	2,078,016	3,366,150	62%	4,293,145	7,000,636	63%	6,451,731	22,846,990	31%
Chaharikar	1,510,714	1,704,245	13%	3,055,525	5,050,631	65%	8,920,291	9,558,773	7%	14,396,799	23,611,768	40%
Gardiz	1,121,104	1,058,664	-6%	2,383,148	4,570,969	92%	6,190,804	9,797,289	58%	10,937,110	21,932,444	45%
Ghazni	3,744,200	4,140,010	11%	7,375,714	8,830,027	20%	17,306,722	11,442,811	-34%	43,150,929	64,970,256	18%
Jalalabad	21,645,005	19,329,423	-11%	44,090,442	46,029,771	4%	73,489,817	70,816,441	-4%	93,781,637	132,248,868	54%
Maydan Shahr	1,192,070	1,180,148	-1%	4,614,776	4,548,321	-1%	9,607,659	7,490,807	-22%	17,008,014	25,670,712	29%
Mihtarlam	3,005,826	2,999,539	0%	7,963,336	8,775,073	10%	13,088,829	16,886,513	29%	23,189,703	29,224,510	58%
Puli Alam	2,620,213	1,751,217	-33%	4,623,929	5,536,762	20%	7,780,800	12,961,418	67%	14,494,638	18,668,942	69%
Sub-Total East	35,706,925	33,373,133	-7%	76,184,886	86,707,704	14%	140,678,067	145,954,688	4%	223,410,561	339,174,490	43%
SOUTH REGION												
Kandahar	21,739,120	35,852,822	65%	61,111,890	66,684,974	9%	94,017,928	100,475,207	7%	131,243,065	237,766,536	42%
Lashkar Gah	17,014,019	11,184,912	-34%	28,822,722	24,280,514	-16%	50,858,772	38,590,292	-24%	62,395,628	89,718,312	43%
Qalat	402,000		-100%	1,826,480	-	-100%	3,461,455	-	-100%	5,519,121	-	
Tirin Kot	1,201,205	803,757	-33%	2,113,739	1,950,197	-8%	3,898,944	2,769,394	-29%	5,852,472	15,725,280	18%
Sub-Total South	40,356,344	47,841,491	19%	93,874,831	92,915,685	-1%	152,237,099	141,834,893	-7%	205,010,286	343,210,128	41%
WEST REGION												
Feroz Koh	211,482	1,339,379	533%	1,646,036	3,424,561	108%	13,648,966	5,314,209	-61%	19,868,636	20,202,072	26%
Hirat	17,411,820	17,227,192	-1%	41,772,899	54,897,855	31%	77,911,820	103,237,468	33%	121,144,602	243,527,604	42%
Qala-I-Naw	1,448,064	821,748	-43%	2,567,604	3,184,500	24%	6,344,199	5,630,232	-11%	8,842,467	15,989,391	35%
Sub-Total West	19,071,366	19,388,319	2%	45,986,539	61,506,916	34%	97,904,985	114,181,909	17%	149,855,705	279,719,067	41%
TOTAL	114,107,402	122,798,715	8%	257,721,986	315,540,208	22%	486,738,802	524,176,405	8%	719,334,955	1,248,086,354	42%

## ANNEX J: BUDGET EXECUTION – DEVELOPMENT BUDGET

Municipality	Development Expenditure										1395 Budget	3rd Qtr Total as % of 1395 Budget
	1st Qtr			YTD Total 2nd Qtr			YTD Total 3rd Qtr			YTD Total 4th Qtr		
	1394	1395	% Inc./ (Dec.)	1394	1395	% Inc./ (Dec.)	1394	1395	% Inc./ (Dec.)	1394		
NORTH REGION												
Aybak	180,000	-	-100%	180,000	19,795,589	10898%	10,444,726	19,795,589	90%	13,184,411	68,021,010	29%
Maymana	130,000	284,000	118%	1,499,600	3,883,077	159%	5,474,594	6,098,508	11%	10,840,901	26,835,994	23%
Mazar-e-Sharif	-	-		-	114,749,281	#DIV/0!	249,241,898	203,194,187	-18%	315,206,970	498,164,269	41%
Puli Khumri	-	2,000,000		4,000,000	8,973,704	124%	18,756,323	15,147,684	-19%	21,639,503	156,806,084	10%
Shibirghan	61,736	34,838,267	56331%	1,253,696	45,639,589	3540%	4,212,896	59,758,443	1318%	9,198,311	210,323,273	28%
Sub-Total North	371,736	37,122,267	9886%	6,933,296	193,041,240	2684%	288,130,437	303,994,411	6%	370,070,096	960,150,630	32%
EAST REGION												
Asadabad	-	-		-	5,623,713		152,940	6,050,238	3856%	9,747,664	72,065,409	8%
Chaharikar	-	2,878,799		-	10,549,993		11,090,470	19,331,116	74%	15,434,645	56,334,298	34%
Gardiz	-	-		254,310	187,910	-26%	302,005	12,348,172	3989%	7,287,329	126,094,807	10%
Ghazni	-	-		-	4,024,669		20,322,742	13,681,063	-33%	57,982,632	260,973,970	5%
Jalalabad	31,808,298	35,448,765	11%	63,320,359	92,793,487	47%	85,593,014	150,556,766	76%	127,137,553	368,776,519	41%
Maydan Shahr	890,960	-	-100%	3,700,899	2,018,974	-45%	9,173,471	4,868,094	-47%	10,203,738	28,768,932	17%
Mihtarlam	8,523,106	5,978,207	-30%	15,575,029	14,945,164	-4%	20,817,603	21,022,687	1%	25,400,240	77,165,409	27%
Puli Alam	477,945	236,529	-51%	477,945	2,817,762	490%	477,945	3,898,465	716%	1,784,120	120,460,433	3%
Sub-Total East	41,700,309	44,542,300	7%	83,328,542	132,961,672	60%	147,930,190	231,756,601	57%	254,977,921	1,110,639,777	21%
SOUTH REGION												
Kandahar	20,877,354	28,371,356	36%	37,145,395	69,542,396	87%	50,612,433	107,460,202	112%	50,612,433	546,618,043	20%
Lashkar Gah	10,364,636	5,825,711	-44%	36,874,744	12,321,445	-67%	65,171,868	19,396,530	-70%	86,911,854	209,953,496	9%
Qalat	-			5,279,404	-	-100%	5,957,833	-	-100%	5,957,833	-	
Tirin Kot	-	313,166		-	360,411		471,815	360,411	-24%	676,338	5,886,875	6%
Sub-Total South	31,241,990	34,510,233	10%	79,299,543	82,224,252	4%	122,213,949	127,217,143	4%	144,158,458	762,458,414	17%
WEST REGION												
Feroz Koh	150,000	-	-100%	150,000	3,050,338	1934%	1,954,105	4,993,008	156%	10,637,018	56,298,985	9%
Hirat	-	-		-	13,002,873		32,456,615	58,625,398	81%	146,352,689	554,333,407	11%
Qala-I-Naw	2,268,700	2,214,610	-2%	2,611,310	2,513,170	-4%	4,340,112	4,484,140	3%	6,804,251	22,217,797	20%
Sub-Total West	2,418,700	2,214,610	-8%	2,761,310	18,566,381	572%	38,750,832	68,102,546	76%	163,793,958	632,850,189	11%
TOTAL	75,732,735	118,389,410	56%	172,322,691	426,793,545	148%	597,025,408	731,070,701	22%	933,000,433	3,466,099,010	21%

## ANNEX K: BUDGET EXECUTION – TOTAL BUDGET

Municipality	Total Expenditure										1395 Budget	3rd Qtr Total as % of 1395 Budget
	1st Qtr			YTD Total 2nd Qtr			YTD Total 3rd Qtr			YTD Total 4th Qtr		
	1394	1395	% Inc / (Dec.)	1394	1395	% Inc / (Dec.)	1394	1395	% Inc / (Dec.)	1394		
NORTH REGION												
Aybak	2,854,858	2,139,990	-25%	4,742,962	25,759,437	443%	18,472,469	34,944,236	89%	28,210,331	91,435,837	38%
Maymana	2,253,384	2,051,820	-9%	6,935,493	9,241,659	33%	14,557,320	15,459,600	6%	23,625,715	49,461,224	31%
Mazar-e-Sharif	8,613,000	9,659,419	12%	17,191,148	150,989,356	778%	304,492,886	262,994,887	-14%	389,113,873	664,806,865	40%
Puli Khumri	3,923,155	8,169,968	108%	13,020,371	29,607,742	127%	32,243,824	43,427,691	35%	45,370,669	208,928,044	21%
Shibirghan	1,700,106	37,296,842	2094%	6,719,052	51,852,949	672%	14,282,589	69,372,912	386%	24,807,911	231,501,329	30%
Sub-Total North	19,344,503	59,318,039	207%	48,609,026	267,451,143	450%	384,049,088	426,199,326	11%	511,128,499	1,246,133,299	34%
EAST REGION												
Asadabad	867,793	1,209,887	39%	2,078,016	8,989,863	333%	4,446,085	13,050,874	194%	16,199,395	94,912,399	14%
Chaharikar	1,510,714	4,583,044	203%	3,055,525	15,600,624	411%	20,010,761	28,889,889	44%	29,831,444	79,946,066	36%
Gardiz	1,121,104	1,058,664	-6%	2,637,458	4,758,879	80%	6,492,809	22,145,461	241%	18,224,439	148,027,251	15%
Ghazni	3,744,200	4,140,010	11%	7,375,714	12,854,696	74%	37,629,464	25,123,874	-33%	101,133,561	325,944,226	8%
Jalalabad	53,453,303	54,778,188	2%	107,410,801	138,823,258	29%	159,082,831	221,373,207	39%	220,919,190	501,025,387	44%
Maydan Shahr	2,083,030	1,180,148	-43%	8,315,675	6,567,295	-21%	18,781,130	12,358,901	-34%	27,211,752	54,439,644	23%
Mihtarlam	11,528,932	8,977,746	-22%	23,538,365	23,720,237	1%	33,906,432	37,909,200	12%	48,589,943	106,389,919	36%
Puli Alam	3,098,158	1,987,746	-36%	5,101,874	8,354,524	64%	8,258,745	16,859,883	104%	16,278,758	139,129,375	12%
Sub-Total East	77,407,234	77,915,433	1%	159,513,428	219,669,376	38%	288,608,257	377,711,289	31%	478,388,482	1,449,814,267	26%
SOUTH REGION												
Kandahar	42,616,474	64,224,178	51%	98,257,285	136,227,370	39%	144,630,361	207,935,409	44%	181,855,498	784,384,579	27%
Lashkar Gah	27,378,655	17,010,623	-38%	65,697,466	36,601,959	-44%	116,030,640	57,986,822	-50%	149,307,482	299,671,808	19%
Qalat	402,000	-	-100%	7,105,884	-	-100%	9,419,288	-	-100%	11,476,954	-	#DIV/0!
Tirin Kot	1,201,205	1,116,923	-7%	2,113,739	2,310,608	9%	4,370,759	3,129,805	-28%	6,528,810	21,612,155	14%
Sub-Total South	71,598,334	82,351,724	15%	173,174,374	175,139,937	1%	274,451,048	269,052,036	-2%	349,168,744	1,105,668,542	24%
WEST REGION												
Feroz Koh	361,482	1,339,379	271%	1,796,036	6,474,899	261%	15,603,071	10,307,217	-34%	30,505,654	76,501,057	13%
Hirat	17,411,820	17,227,192	-1%	41,772,899	67,900,728	63%	110,368,435	161,862,866	47%	267,497,291	797,861,011	20%
Qala-I-Naw	3,716,764	3,036,358	-18%	5,178,914	5,697,670	10%	10,684,311	10,114,372	-5%	15,646,718	38,207,188	26%
Sub-Total West	21,490,066	21,602,929	1%	48,747,849	80,073,297	64%	136,655,817	182,284,455	33%	313,649,663	912,569,256	20%
TOTAL	189,840,137	241,188,125	27%	430,044,677	742,333,753	73%	1,083,764,210	1,255,247,106	16%	1,652,335,388	4,714,185,364	27%

## ANNEX L: BUSINESS LICENSING FEES

Business Registration and Licensing Fee Collection for Three Quarters of 1395

Business Licensing																					
Municipality	Businesses Registered					Licenses Issued					1394 Actual	1395 Budget	% Inc./ (Dec.)	Revenue Collected					Total Revenue Collected YTD	Revenue Collected YTD as % of 1395 Budget	
	As of the 1st Qtr	As of the 2nd Qtr	% Inc.	As of the 3rd Qtr	% Inc.	1st Qtr	2nd Qtr	% Inc./ (Dec.)	3rd Qtr	% Inc./ (Dec.)				1st Qtr	2nd Qtr	% Inc./ (Dec.)	3rd Qtr	% Inc./ (Dec.)			
NORTH REGION																					
Aybak	2,151	2,151	0%	2,151	0%	36	489	1258%	298	-39%	849,150	920,000	8%	54,500	416,100	663%	248,500	-40%	719,100	78%	
Maymana	4,000	4,000	0%	4,000	0%	55	155	182%	104	-33%	180,700	661,948	266%	25,800	182,518	607%	139,309	-24%	347,627	53%	
Mazar-e-Sharif	18,270	18,270	0%	18,270	0%	605	1,229	103%	2,435	98%	8,525,330	10,000,000	17%	1,322,770	1,552,504	17%	2,999,620	93%	5,874,894	59%	
Puli Khumri	3,543	3,543	0%	3,543	0%	200	993	397%	352	-65%	2,693,329	3,493,134	30%	139,430	1,722,100	1135%	906,600	-47%	2,768,130	79%	
Shibirghan	3,498	3,498	0%	3,633	4%	27	24	-11%	428	1683%	180,835	656,125	263%	40,000	29,100	-27%	422,765	1353%	491,865	75%	
Sub-Total North	31,462	31,462	0%	31,597	0%	923	2,890	213%	3,617	25%	12,429,344	15,731,207	27%	1,582,500	3,902,322	147%	4,716,794	21%	10,201,616	65%	
EAST REGION																					
Asadabad	1,781	1,781	0%	1,781	0%	19	157	726%	239	52%	1,829,600	1,838,156	0%	65,000	272,400	319%	240,025	-12%	577,425	31%	
Chaharikar	3,092	3,092	0%	3,092	0%	54	52	-4%	492	846%	2,594,446	2,644,446	2%	182,895	86,616	-53%	739,173	753%	1,008,684	38%	
Gardiz	3,023	3,063	1%	3,221	5%	127	68	-46%	425	525%	420,300	1,542,995	267%	175,800	308,500	75%	498,200	61%	982,500	64%	
Ghazni	10,524	10,529	0%	10,529	0%	1,126	708	-37%	591	-17%	8,428,996	6,000,000	-29%	2,413,814	1,902,701	-21%	1,070,695	-44%	5,387,210	90%	
Jalalabad	13,350	13,350	0%	13,350	0%	971	1,132	17%	1,196	6%	5,647,140	10,000,000	77%	2,938,200	2,831,900	-4%	2,850,350	1%	8,620,450	86%	
Maydan Shahr	73	73	0%	216	196%	107	73	-32%	105	44%	164,950	446,182	170%	137,900	104,800	-24%	125,500	20%	368,200	83%	
Mihtarlam	2,460	2,728	11%	2,808	3%	109	121	11%	210	74%	830,390	2,582,724	211%	184,200	177,050	-4%	232,700	31%	593,950	23%	
Puli Alam	2,686	2,752	2%	2,849	4%	234	682	191%	366	-46%	3,235,312	3,788,327	17%	429,100	1,492,850	248%	511,660	-66%	2,433,610	64%	
Sub-Total East	36,989	37,368	1%	37,846	1%	2,747	2,993	9%	3,624	21%	23,151,134	28,842,830	25%	6,526,909	7,176,817	10%	6,268,303	-13%	19,972,029	69%	
SOUTH REGION																					
Kandahar	16,997	17,146	1%	17,277	1%	520	608	17%	965	59%	2,059,222	3,000,000	46%	989,556	1,554,372	57%	3,604,664	132%	6,148,592	205%	
Lashkar Gah	7,272	8,439	16%	10,964	30%	235	1,167	397%	2,525	116%	807,000	3,000,000	272%	459,300	1,830,400	299%	2,192,800	20%	4,482,500	149%	
Qalat	2,172	2,172	0%	2,172	0%	-	-	-	37	-	294,380	805,937	174%	-	60,100	-	274,470	357%	334,570	42%	
Tirin Kot	1,838	1,858	1%	1,863	0%	15	190	1167%	38	-80%	41,110	303,590	638%	15,565	49,000	215%	25,150	-49%	89,715	30%	
Sub-Total South	28,279	29,615	5%	32,276	9%	770	1,965	155%	3,565	81%	3,201,712	7,109,527	122%	1,464,421	3,493,872	139%	6,097,084	75%	11,055,377	156%	
WEST REGION																					
Feroz Koh	1,836	1,836	0%	1,836	0%	68	176	159%	104	-41%	837,360	1,014,849	21%	202,600	235,690	16%	209,300	-11%	647,590	64%	
Hirat	1,204	2,734	127%	3,065	12%	1,087	3,847	254%	4,855	26%	7,179,736	21,458,500	199%	2,185,850	9,573,200	338%	10,614,850	11%	22,373,900	104%	
Qala-I-Naw	1,728	1,728	0%	1,728	0%	29	290	900%	616	112%	652,900	2,272,387	248%	53,150	521,050	880%	490,995	-6%	1,065,195	47%	
Sub-Total West	4,768	6,298	32%	6,629	5%	1,184	4,313	264%	5,575	29%	8,669,996	24,745,736	185%	2,441,600	10,329,940	323%	11,315,145	10%	24,086,685	97%	
TOTAL	101,498	104,743	3%	108,348	3%	5,624	12,161	116%	16,381	35%	47,452,186	76,429,300	61%	12,015,430	24,902,951	107%	28,397,326	14%	65,315,707	85%	

## ANNEX M: SAFAYI TAXES

### Property Registration and *Safayi* Fee Collection for Three Quarters of 1395

Safayi Fee																				
Municipality	Registered Properties					Safayi Notebooks Issued					1394 Actual	1395 Budget	% Inc./ (Dec.)	Revenue Collected					Total Revenue Collected YTD	Revenue Collected YTD as % of 1395 Budget
	As of the 1st Qtr	As of the 2nd Qtr	%Inc.	As of the 3rd Qtr	% Inc./ (Dec.)	1st Qtr	2nd Qtr	%Inc./ (Dec.)	3rd Qtr	% Inc./ (Dec.)				1st Qtr	2nd Qtr	% Inc./ (Dec.)	3rd Qtr	% Inc./ (Dec.)		
NORTH REGION																				
Aybak	5,454	5,454	0.0%	5,454	0%	970	544	-44%	736	35%	4,213,000	4,702,243	12%	846,244	717,375	-15%	1,743,986	143%	3,307,605	70%
Maymana	28,455	28,455	0.0%	28,455	0%	-	363		412	13%	3,306,945	4,961,863	50%	274,739	706,119	157%	807,302	14%	1,788,160	36%
Mazar-e-Sharif	27,000	27,000	0.0%	27,000	0%	2,130	7,119	234%	6,327	-11%	38,083,449	60,156,055	58%	8,656,709	9,397,623	9%	7,995,217	-15%	26,049,549	43%
Puli Khumri	19,238	19,238	0.0%	19,238	0%	473	752	59%	640	-15%	2,108,117	6,886,154	227%	648,695	810,169	25%	1,056,458	30%	2,515,322	37%
Shibirghan	13,377	13,377	0.0%	13,378	0%	1,032	2,176	111%	722	-67%	2,664,240	3,605,969	35%	467,386	1,700,125	264%	320,243	-81%	2,487,754	69%
Sub-Total North	93,524	93,524	0.0%	93,525	0%	4,605	10,954	138%	6,315	-42%	50,375,751	80,312,284	59%	10,893,773	13,331,411	22%	9,040,606	-32%	36,148,390	45%
EAST REGION																				
Asadabad	5,833	5,833	0.0%	5,833	0%	12	12	0%	223	1758%	2,013,058	2,050,000	2%	21,284	14,745	-31%	1,041,622	6964%	1,077,651	53%
Chaharikar	12,722	12,722	0.0%	12,722	0%	75	193	157%	224	16%	4,808,253	4,899,854	2%	243,967	603,849	148%	1,238,395	105%	2,086,211	43%
Gardiz	1,929	1,929	0.0%	2,023	5%	68	73	7%	5	-93%	3,633,267	9,212,189	154%	847,500	585,300	-31%	189,500	-68%	1,622,300	18%
Ghazni	3,126	3,126	0.0%	3,126	0%	369	108	-71%	209	94%	3,594,249	6,420,800	79%	557,706	221,394	-60%	856,149	287%	1,635,249	25%
Jalalabad	18,903	19,274	2.0%	19,274	0%	-	2,393		1,433	-40%	24,841,285	37,072,340	49%	-	13,124,397		6,410,201	-51%	19,534,598	53%
Maydan Shahr	60	60	0.0%	60	0%	15	22	47%	29	32%	1,033,575	2,682,630	160%	144,701	237,693	64%	122,614	-48%	505,008	19%
Miharlum	4,668	4,968	6.4%	4,968	0%	5	737	14640%	893	21%	4,918,684	9,910,776	101%	24,250	1,987,294	8095%	2,618,182	32%	4,629,726	47%
Puli Alam	33	50	51.5%	54	8%	-	16		60	275%	638,769	2,518,279	294%	-	17,975		35,768	99%	53,743	2%
Sub-Total East	47,274	47,962	1.5%	48,421	1%	544	3,276	502%	2,322	-29%	45,481,140	74,766,868	64%	1,839,408	16,792,647	813%	12,512,431	-25%	31,144,486	42%
SOUTH REGION																				
Kandahar	102,658	102,733	0.1%	103,451	1%	5,878	5,372	-9%	2,484	-54%	61,629,834	76,310,466	24%	19,399,289	21,388,992	10%	14,743,568	-31%	55,531,849	73%
Lashkar Gah	24,000	24,814	3.4%	24,858	0%	1,689	3,550	110%	1,947	-45%	36,114,704	49,900,000	38%	7,172,010	11,376,915	59%	3,919,996	-66%	22,468,921	45%
Qalat	5,200	5,200	0.0%	5,200	0%	8	112	1300%	-	-100%	332,560	540,000	62%	6,900	293,265	4150%	-	-100%	300,165	56%
Tirin Kot	2,400	2,400	0.0%	2,400	0%	57	30	-47%	5	-83%	310,959	4,848,860	1459%	200,830	92,194	-54%	5,330	-94%	298,354	6%
Sub-Total South	134,258	135,147	0.7%	135,909	1%	7,632	9,064	19%	3,118	-66%	98,388,057	131,599,326	34%	26,779,029	33,151,366	24%	13,630,690	-59%	78,599,289	60%
WEST REGION																				
Feroz Koh	4,356	4,390	0.8%	4,390	0%	143	325	127%	342	5%	1,526,892	2,324,014	52%	182,995	196,267	7%	243,541	24%	622,803	27%
Hirat	9,535	10,910	14.4%	15,951	46%	930	3,412	267%	7,053	107%	77,334,732	87,403,567	13%	15,291,509	28,137,524	84%	23,278,463	-17%	66,707,496	76%
Qala-I-Naw	4,979	4,991	0.2%	4,991	0%	45	195	333%	325	67%	2,211,538	5,602,602	153%	340,984	836,627	145%	742,318	-11%	1,919,929	34%
Sub-Total West	18,870	20,291	7.5%	25,332	25%	1,118	12,996	1062%	5,547	-57%	81,073,162	95,330,183	18%	15,815,488	29,170,418	84%	20,865,795	-28%	69,250,228	73%
TOTAL	293,926	296,924	1.0%	303,187	2%	13,899	36,290	161%	17,302	-52%	275,318,110	382,008,661	39%	55,327,698	92,445,842	67%	56,049,522	-39%	215,142,393	56%



## ANNEX N: CUSDM PROJECTS ERF AND ERR TRACKER

No.	Region	Municipality	Project Name	TAMIS ID	ERR & ERF Submitted to COP/DCOP)	ERR & ERF Submitted to USAID	ERR & ERF Approved by USAID	ERF & ERR Uploaded to TAMIS
1	North	Shibirghan	Refurbishment of Shibirghan Municipality Meeting Hall	P-SHB-003	3-May-2016	4-May-2016	11-May-2016	28-May-2016
2		Shibirghan	Construction of Mini-Bus and Taxi Station	P-SHB-004	3-May-2016	4-May-2016	11-May-2016	28-May-2016
3		Aybak	Renovation of Stadium in District # 1	P-AYB-001	3-May-2016	4-May-2016	11-May-2016	28-May-2016
4		Maymana	Construction of Bus Terminal with Complementary Services	P-MYM-001	3-May-2016	4-May-2016	11-May-2016	28-May-2016
5		Puli Khumri	Construction of a Boundary Wall for Qahwa Khana Park	P-PUL-001	3-May-2016	4-May-2016	11-May-2016	28-May-2016
6	East	Asadabad	Construction of Culverts, Wash and Drainage Ditches	P-ASD-002	3-May-2016	4-May-2016	11-May-2016	28-May-2016
7		Chaharikar	Upgrading of Gul Ghundi Public Park.	P-CRK-001	10-May-2016	10-May-2016	11-May-2016	28-May-2016
8		Gardiz	Renovation of Drainage & Road Side Ditches	P-GDZ-004	3-May-2016	4-May-2016	11-May-2016	28-May-2016
9		Ghazni	Construction of 2 Bus Stations	P-GZN-003	3-May-2016	4-May-2016	11-May-2016	28-May-2016
10		Maydan Shahr	Construction of Cattle Market Boundary Wall	P-MDS-001	3-May-2016	4-May-2016	11-May-2016	28-May-2016
11		Mihtarlam	Construction of Road Side Ditches	P-MTM-001	3-May-2016	4-May-2016	Soft copies of ERR & ERF approved by USAID; only hard copies yet to be signed.	
12		Puli Alam	Upgrading of Drainage Ditch	P-PLM-002	3-May-2016	4-May-2016	11-May-2016	28-May-2016
13	West	Feroz Koh	Upgrading of Dara Qazi Park	P-FZK-003	3-May-2016	4-May-2016	11-May-2016	28-May-2016
14		Qala-i-Naw	Construction of 3 Public Latrines	P-QLN-002	3-May-2016	4-May-2016	11-May-2016	28-May-2016
15	South	Qalat	Construction of Sidewalk and Drainage	P-QLT-001	3-May-2016	4-May-2016	11-May-2016	28-May-2016
16		Lashkar Gah	Construction of Mosaic/PCC Sidewalk	P-LKG-001	3-May-2016	4-May-2016	11-May-2016	28-May-2016
17		Tirin Kot	Women Park Construction	P-TKT-001	3-May-2016	4-May-2016	11-May-2016	28-May-2016

## ANNEX O: CSC PROJECTS ERF AND ERR TRACKER

No.	Region	Municipality	TAMIS ID	Projects Name	ERR & ERF Submitted to COP	ERR & ERF Submitted to USAID	ERR & ERF Approved by USAID	ERF & ERR Uploaded to TAMIS
1	East	Asadabad	P-ASD-004	Citizen Service Center Construction in Asadabad	11-May-16	11-May-16	11-May-16	28-May-16
2		Chaharikar	P-CRK-003	Establishment of Citizen Service Center (CSC) in Chaharikar	11-May-16	11-May-16	11-May-16	28-May-16
3		Gardiz	P-GDZ-005	Establishment of Citizen Service Center (CSC) - Gardiz	11-May-16	11-May-16	11-May-16	28-May-16
4		Ghazni	P-GZN-005	Establishment of Citizen Service Center (CSC) - Ghazni	11-May-16	11-May-16	11-May-16	28-May-16
5		Maydan Shahr	P-MDS-004	Citizen Service Center Construction in Maydan Shahr	11-May-16	11-May-16	11-May-16	28-May-16
6		Mihtarlam	P-MTM-005	Establishment of Citizen Service Center in Mihtarlam	11-May-16	11-May-16	11-May-16	28-May-16
7		Puli Alam	P-PLM-005	Citizen Service Center Construction in Puli Alam	11-May-16	11-May-16	11-May-16	28-May-16
8		Jalalabad	P-JLB-001	Establishment of Citizen Service Center in Jalalabad	11-May-16	11-May-16	11-May-16	28-May-16
9	West	Hirat	P-HRT-001	Public Latrine Construction for Hirat CSC	10-Aug-16			
10		Feroz Koh	P-FZK-005	Citizen Service Center Renovation	11-May-16	11-May-16	11-May-16	28-May-16
11		Qala-I-Naw	P-QLN-005	Citizen Service Center Construction	11-May-16	11-May-16	11-May-16	28-May-16
12	South	Qalat	P-QLT-006	Establishment of Citizen Service Center (CSC)	11-May-16	11-May-16	11-May-16	28-May-16
13		Lashkar Gah	P-LKG-005	Establishment of Citizen Service Center (CSC)	11-May-16	11-May-16	11-May-16	28-May-16
14		Tirin Kot	P-TKT-002	Establishment of Citizen Service Center (CSC)	11-May-16	11-May-16	11-May-16	28-May-16

## **ANNEX P: SUCCESS STORIES**

**This annex contains the success stories submitted to USAID during FY 2016.  
The success stories begin on the following page.**



## SNAPSHOT

### New Municipal Advisory Board (MAB) Selected

**SHAHAR provided technical assistance to DMM for selection of new Mazar-e-Sharif Municipal Advisory Board.**



Vote counting process for MAB deputy and secretariat positions. February 6, 2016

**Mr. Hamid Safwat, a civil society activist, declared, "Civil society can play a positive role in encouraging transparency and increasing MAB involvement and activities at the municipal level, as civil society has direct contact with the media and can easily inform the society of the municipality's activities and achievements".**

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Initially selected during the fall of 2013 as an interim step toward elected municipal councils, the original MABs were established with a two-year term that expired fall 2015, leaving Afghanistan's provincial municipalities without this important citizen representative body.

On February 2-3, 2016, SHAHAR advisors supported the Deputy Ministry of Municipalities (DMM) in managing the selection process for new MAB members for Mazar-e-Sharif Municipality to ensure the process complied with DMM's new MAB Guideline and regulations.

The process involved the selection (by general election or consensus) of two representatives from each of the municipality's ten *Nahyas* (an administrative sub-unit of the municipality). One representative was selected by each *Nahya's* *Wakil-e-Gozars* (representatives of the *Gozars* or sub-units of each *Nahya*), with the second representative selected by the *Gozars'* residents.

In addition to the 20 *Nahya* representatives, 11 individuals were selected (by general election or consensus) by civil society organizations, women and youth organizations, universities, and other community groups to ensure broad community-based representation on the MAB for the next two years.

The new MAB membership includes six women (one of whom is a MAB Deputy Head), representing nearly 20% of the MAB membership. The new members are highly qualified and influential members of the community.

During the February 6, 2016, inauguration ceremony for the new MAB, Ms. Sediqa, a former and newly elected member of the MAB stated, "In the past, we were mostly involved in transferring citizen complaints to the municipality and providing a bridge between the citizens and municipality. After receiving the orientations on the new MAB Guideline, we will be actively involved in municipal planning processes, reviewing the annual budget, monitoring municipal development projects, and conducting citizen meetings and public awareness campaigns."





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## SUCCESS STORY

### USAID's SHAHAR Project Supports in cleaning Aybak City

**Aybak Municipality launches the "Keep Aybak Clean" initiative.**

*"We must learn the culture of keeping our city clean, and we must realize that throwing trash on the streets and ditches is unethical. Cleanliness is the duty of all our citizens. Our city is our home. In order to protect ourselves from various diseases, we must keep our city clean, and we appreciate Aybak Municipality's and the MAB's initiative in placing the trash bins in front of our shops so we can keep Aybak clean." Mr. Mustafa, shopkeeper in Aybak city.*



**Aybak's Mayor distributed trash bins to shopkeepers.**

#### Telling Our Story

U.S. Agency for International Development  
Washington, D.C. 20523-1000  
<http://stories.usaid.gov>

Due to rapid urbanization, and increased number of shops in the municipality, Aybak's business district is producing massive amounts of solid waste, with much of it being placed in front of shops, in drainage ditches and on sidewalks.

Alarmed by the increasing amount of trash in the business district, members of Aybak's newly re-established Municipal Advisory Board (MAB) asked SHAHAR's embedded advisors to support them in arranging a meeting with the Aybak Mayor and other key municipal officials to advocate for a solution to the problem. The SHAHAR team not only arranged the requested meeting, it also provided the MAB members with technical assistance and helped them to prepare for the meeting.

As a result of the SHAHAR and MAB's joint advocacy, a decision was made to launch the 'Keep Aybak Clean' initiative consisting initially of the distribution of small metal trash bins for use by all of the shopkeepers in the business district. A subsequent meeting was then organized and held with the shopkeepers and their *Kalantars* (local trade representatives) to request their cooperation and cost-participation in the provision and maintenance of the individual trash bins. In a spirit of community pride and environmental stewardship, each shopkeeper paid AFN 90 to support the initiative.

Shopkeepers are to place their waste in the trash bins, and the Municipality's Cleaning & Greening Manager has promised to collect it based on a regular schedule. One bin is estimated to be sufficient to handle the waste from five shops.

Aybak Municipality then distributed 300 trash bins for 1500 shopkeepers (one Trash bin for 5 shopkeepers) with support and cooperation of the MAB members.

The "Keep Aybak Clean" initiative comes on the heels of the Municipality's April Clean and Green Public Awareness Campaign and coincides with SHAHAR's launch of the National Shir Sultan Clean and Green Media Campaign emphasizing the importance of environmental stewardship.



# SUCCESS STORY

## Renegotiated PPP Improves Service, Generates Revenue & Creates Jobs



Waiting area for passengers



Citizens and passengers using the concrete sidewalk along the bus terminal



New business opened next to the bus terminal.

*"The rehabilitation of this bus terminal addressed the problems of the citizens. In the past, the passengers kept waiting in the middle of the city and constituted a huge crowd of men, women and children in front of the shops and on the pavement. Since the bus terminal was constructed, the flow of passengers is managed properly, they can wait in comfort, there are well lit public latrines for men and women. We are very pleased about the terminal" Ahmad, a citizen of Shibirghan city.*

USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) program helped Shibirghan Municipality review and renegotiate an expired public-private partnership (PPP) agreement for the management, operation and maintenance of a municipal bus terminal. The use of PPPs to provide and improve the delivery of municipal services is a relatively new concept for Afghan municipalities, but, as Shibirghan's experience demonstrates, PPPs offer the potential to transform the quality of municipal service delivery in Afghanistan, while increasing municipal revenues and creating local jobs.

The Mayor attributed the successful renegotiation of the PPP to assistance provided by USAID and SHAHAR, saying, *"Through the technical support of the SHAHAR embedded team, we have revised the contract terms and conditions. Now the contractor and the municipal focal point review weekly and monthly maintenance checklists, monitoring forms, user feedback, and asset management checklists. Now the terms and conditions of the agreement are clear to both parties"*.

Under the agreement, the contractor agreed to manage, operate and maintain the bus terminal for the next five years for the right to charge and collect user fees. In return, the contractor now pays the municipality AFN 11,287 per month, a 5% increase in revenue to the municipality compared to the previous contract. Additionally, the contractor also agreed to invest in the bus terminal by making the following improvements with his own funds:

1. A new mosque close to the bus terminal for passengers.
2. Improvements to the passenger waiting area, including glass walls and mosaic paving.
3. Concrete sidewalk along one side the bus terminal.
4. New higher capacity power transformer.
5. Installation of large trash bins within the bus terminal.

This partnership with the private sector benefits local citizens and the municipality by providing new and improved facilities and services, generating new and more sustainable revenue sources and creating new local jobs. This model also provides a replicable model for other PPP agreements in municipalities across Afghanistan to improve services, generate revenue and increase citizen satisfaction with municipal services.

### Telling Our Story

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Washington DC 20523 1000  
<http://stories.usaid.gov>





## SNAPSHOT

### New Municipal Advisory Board (MAB) Selected for Jalalabad

*SHAHAR provided technical assistance to DMM for the selection of the new Jalalabad Municipal Advisory Board.*



Vote counting process for MAB Deputy and Secretariat positions.  
March 8, 2016



SHAHAR Chief of Party during speech for MAB  
inauguration ceremony on March 8, 2016

On March 5-6, 2016, SHAHAR advisors assisted the Deputy Ministry of Municipalities (DMM) and Jalalabad Municipality in re-establishing the Municipal Advisory Board in Jalalabad. In accordance with DMM's MAB Guideline, two *Nahya* (municipal district) representatives were selected (by general election or consensus) from each of Jalalabad's nine *Nahyas*, for a total of 18 *Nahya* representatives on the new MAB.

Additionally, to ensure broad-based community representation on the MAB, 11 individuals were selected by the following community groups (by general election or consensus) to represent their interests on the new MAB: civil society organizations, women and youth organizations, universities, Chamber of Commerce and Industry, martyred and disabled, *Ulamas*, *Haj and Awaf*, and other community groups. The Department of Women's Affairs (DoWA) also selected two representatives to serve on the new MAB, for a total of 31 members, all of whom will serve a two-year term.

The new MAB membership includes 3 women, representing nearly 20% of the MAB membership. The MAB has two Deputy Heads (one woman and one man) and a secretariat. The new MAB members are well-qualified and include teachers, university lecturers, government officials, civil society activists, university students, and influential members of the community.

On March 8, 2016, an inauguration ceremony for the newly selected MAB was held, with the participation of the Nangarhar Provincial Governor, the Jalalabad Mayor, representatives of the Provincial Council, SHAHAR's Chief of Party, civil society members, influential members of the community, and the media.

Mr. Ahmad Gull "Waseq", MAB Deputy Head stated, "We are not only representing one or two *Nahyas*, but we also representing the whole citizens. We would provide significant advices to the Municipality to meet citizens' needs in effective service delivery."



## SNAPSHOT

### New Municipal Advisory Board (MAB) Selected

**SHAHAR provided technical assistance to DMM for selection of new Mazar-e-Sharif Municipal Advisory Board.**



Vote counting process for MAB deputy and secretariat positions. February 6, 2016

**Mr. Hamid Safwat, a civil society activist, declared, “Civil society can play a positive role in encouraging transparency and increasing MAB involvement and activities at the municipal level, as civil society has direct contact with the media and can easily inform the society of the municipality’s activities and achievements”.**

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Initially selected during the fall of 2013 as an interim step toward elected municipal councils, the original MABs were established with a two-year term that expired fall 2015, leaving Afghanistan’s provincial municipalities without this important citizen representative body.

On February 2-3, 2016, SHAHAR advisors supported the Deputy Ministry of Municipalities (DMM) in managing the selection process for new MAB members for Mazar-e-Sharif Municipality to ensure the process complied with DMM’s new MAB Guideline and regulations.

The process involved the selection (by general election or consensus) of two representatives from each of the municipality’s ten *Nahyas* (an administrative sub-unit of the municipality). One representative was selected by each *Nahya*’s *Wakil-e-Gozars* (representatives of the *Gozars* or sub-units of each *Nahya*), with the second representative selected by the *Gozars*’ residents.

In addition to the 20 *Nahya* representatives, 11 individuals were selected (by general election or consensus) by civil society organizations, women and youth organizations, universities, and other community groups to ensure broad community-based representation on the MAB for the next two years.

The new MAB membership includes six women (one of whom is a MAB Deputy Head), representing nearly 20% of the MAB membership. The new members are highly qualified and influential members of the community.

During the February 6, 2016, inauguration ceremony for the new MAB, Ms. Sediqa, a former and newly elected member of the MAB stated, “*In the past, we were mostly involved in transferring citizen complaints to the municipality and providing a bridge between the citizens and municipality. After receiving the orientations on the new MAB Guideline, we will be actively involved in municipal planning processes, reviewing the annual budget, monitoring municipal development projects, and conducting citizen meetings and public awareness campaigns.*”





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## SUCCESS STORY

### Municipal Advisory Boards Gaining Recognition in Afghan Municipalities

**IABs improve citizen satisfaction and trust in municipal government by enhancing public service delivery and improving the lives of citizens**

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SHAHAR program advisors assist Asadabad Municipality inaugurate its new MAB.

*The Mayor of Asadabad said: "Accountability is a fundamental requirement for good governance. Our MAB will advise and make recommendations to the municipal administration which will ultimately result in greater transparency and more efficient service delivery."*

#### Telling Our Story

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The Afghan municipalities of Asadabad, Jalalabad, Mihtarlam, Maydan Shahr, Puli Alam, and Chaharikar recently held elections and inaugurations of new Municipal Advisor Boards (MABs). The successful establishment follows an awareness raising campaign orchestrated by the USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) program, which is promoting and overseeing the re-establishment of MABs in all program recipient municipalities. MABs were initially formed in 2013 as an interim step toward elected municipal councils. Their term expired in 2015, which, till now, left provincial municipalities lacking this citizen representative body.

The establishment of the new MABs follows a period of awareness raising activities that brings together municipal and provincial government officials, special interest groups, students and teachers, women's institutions, media, religious leaders, and civil society for the purpose of informing these groups as to the function and benefits of municipal MABs. Awareness raising activities included the distribution of posters and flyers, broadcast announcements, and messages conveyed by religious leaders during Friday prayers. Following this orientation period, these municipalities have successfully elected their new MAB representatives and held official inauguration ceremonies.

MAB appointees are nominated from community groups, and are therefore representative of that community. Two MAB representative are nominated from a municipality's *Nayhas* (administrative sub-unit), while another representative is nominated from each *Nahya's Wakil-e-Gozar* (representative of the *Gozars*, or sub-units of each *Nahya*). Additional MAB members are nominated from civil society and special interest groups to ensure broad-based community representation; ten percent of MAB seats are reserved for women.

All MABs consist of a Chairperson, Deputy Chairperson, and Secretary, and it is mandatory that a woman must be elected within this administrative panel.

MABs are the highest representation platform of urban residents at the city level. Their primary role is to advise municipal government to ensure that decisions are receptive to citizen's needs and priorities; they are the link between the municipality and its citizens.





## SUCCESS STORY

### Professional Growth and Promotion is a Reality for Women in Hirat Municipality

**ASPWY initiative paves the way for women's career advancement and promotion within municipal governance**



ASPW helped promote a female staff member in Hirat Municipality from Property Assistant to Revenue Manager.

*"SHAHAR and the ASPWY program gave me the confidence to succeed; it is a tool that paves the ground for more women employees in Hirat Municipality to make their dreams come true."*

**Telling Our Story**  
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Since the adoption by all 20 of USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) partner municipalities, the Action Strategies for Participation of Women and Youth in Municipal Governance (ASPWY) initiative is bringing about real opportunity for professional growth for Afghan women. Ms. Farzana Yousufi started working as a Property Assistant for Hirat Municipality six years ago. However, since being hired, she was over-looked, and not given adequate opportunity to exhibit her professional skills or abilities. Farzana felt there was less opportunity for female staff to apply for or be promoted to executive positions; she became demotivated in her work.

After Hirat Municipality adopted the ASPWY, SHAHAR's gender advisor initiated a series of meetings with women municipal employees that were designed to encourage them in their jobs, and inspire greater proactivity in the workplace. Gaining confidence, Farzana's new resolve and productivity came to the attention of the Mayor of Hirat, and he soon promoted her from Property Assistant to Revenue Collection Manager. "I regained my self-confidence, and was able to exhibit my skills and qualifications, and it paid off," says Farzana.

According to Farzana, Hirat Municipality has now begun making real progress towards providing equal opportunities for both men and women to compete for senior-level positions. She attributes this to the ASPWY initiative that has helped raise awareness about the importance of gender integration in the workplace. Farzana is enjoying her new managerial position, and she now assists and motivates other female employees within Hirat Municipality, and encourages them to excel in their work and stand up for their rights.

Since its inception, the practical and action-oriented strategies of ASPWY have begun yielding tangible results in gender integration throughout SHAHAR's beneficiary municipalities, and it remains a cornerstone foundation to the SHAHAR project which aims to create fiscally-sustainable and well governed Afghan municipalities that meet the needs of rapidly growing urban populations and provides equal opportunities for all.





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## SPOTLIGHT

### Maymana Municipality Provides Management Training for 100 Local Youth

#### ***Focused Management Training Launches Local Youth on their Path for Success***



*On February 21, one hundred youth trained and graduated from a Management Course held by the Maymana Municipality Youth Department.*

*"The training provided by our Municipality provided a great opportunity for our local youth to improve their skills as well as network; I believe this will lead them toward the path of professional success," Zabidullah, Naseri, Head of Maymana Youth Department.*

#### **Telling Our Story**

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The Youth Department of Maymana successfully designed and delivered a five-week management class for 100 inexperienced high school and recent university graduate students from the region. Student recipients included 55 young men and 45 young women, aged between 18-30.

This management training course was developed under the auspices of the SHAHAR Program's Action Strategy for Women and Youth Participation in Municipal Governance (ASPWY) initiative. Tenants of the ASPWY initiative call for the greater participation and inclusion of women and youth in municipal governance. Upon learning of this initiative, the Head of the Youth Department of Maymana Municipality decided to launch the management training program as a means to attract youth and women, raise their awareness of career opportunities available to them within the municipality, and to develop a potential talent pool for future municipal employment.

Course participants were trained in project planning; procurement processes; financial, project, and human resource management; leadership skills, and conflict management. Upon completion of the course, graduates began the application and interview process for suitable positions within the Municipality and other potential employers.

Under the SHAHAR program and the ASPWY initiative, advisors work with Mayors and partner municipal offices to clarify the concept of gender, and further convey the importance of gender perspectives and youth engagement for improved municipal services as well as betterment of the overall community environment. Program advisors work closely with their municipal counterparts to develop relevant strategies and tailored messages for youth and women audiences as well as recommending methods to reach these audiences. The Maymana management course targeting local youth is a prime example of local government reaching out to its citizens and using proactive methods to attract valuable human resource talent. As a result of this training activity, Maymana will have the advantage and fresh perspective of well-trained youth joining the local government sector.





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## SUCCESS STORY

### Afghan Municipalities Are Going Green!

***Tree planting ceremonies involved local government officials, students, teachers, and citizens who learned about the importance of environmental protection and maintaining clean cities***



*The Maymana SHAHAR team assisted Maymana Municipality plant saplings during the launch of the Cleaning and Greening Campaign.*



*Citizens and local government representatives in Hirat gather to plant young trees and inaugurate a new municipal park.*

#### **Telling Our Story**

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Municipal government officials and local citizenry throughout the country joined to participate in tree planting ceremonies as a meaningful and interactive way to launch a new Clean and Green Public Awareness Campaign. As part of the Strong Hubs for Afghan Hope and Resilience (SHAHAR) program, the Clean and Green campaign aims to raise awareness about the importance of keeping urban centers clean, and focuses on educating local populations on the importance of environmental awareness and protection.

Recipient municipalities who launched the new green initiative include: Mazar-e-Sharif, Maymana, Shibirghan, Aybak, Asadabad, Lashkar Gah, and Hirat. SHAHAR program advisors joined their municipal counterparts to help them distribute informative posters and flyers, as well as announcing campaign messages via loud speakers. Citizens and local government joined forces to participate in the actual planting of saplings in key city areas such as parks and other public spaces. The planting and festive atmosphere brought together provincial government representatives, civil society members, students, women, teachers, community elders, Ulama, and media.

In Hirat, a brand new 20 hectare city park was inaugurated to coincide with the campaign's launch. During the inauguration, 13,000 saplings were planted in the park; 8,000 contributed by local citizens, and 5,000 by Hirat Municipality. In Asadabad Municipality the Kunar Provincial Governor launched the campaign by planting a sapling followed by the planting of hundreds of other saplings by other government officials. The Mayor of Asadabad promised "that thousands more of saplings will be planted at schools, the university, government departments, and along roadsides throughout the region."

The Clean and Green Campaign is part of SHAHAR's greater public awareness initiative that works on several levels to educate the population about the roles and responsibilities of both municipal government and citizens. The tree planting ceremonies was an excellent example of how both can work together to bring betterment and beautification of urban areas throughout Afghanistan.





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## SUCCESS STORY

### Waste Collection Project Brings Clean Streets to Mazar-e-Sharif

**Dedicated waste collection points and routes make trash collection quicker and easier**



*Mazar-e-Sharif Municipality vehicles and workers set off on routes for specific solid waste collection points*



*Municipal officials visit waste dump sites and designate these points for truck routes.*

Abdul Basir Yousufi, Cleaning and Greening Supervisor of Mazar e Sharif Municipality stated "Managing the solid waste in Nahya I is now much easier. Based on the new SWM plan all of our activities will be recorded and documented making it easier to roll out the plan to other Nahyas."

#### Telling Our Story

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Mazar-e-Sharif Municipality has created a pilot project that uses a system of established solid waste collection points and garbage truck set routes as a way to help keep their city streets clean. The pilot waste collection program follows the recent launch of the Clean and Green Public Awareness Campaign initiated by the USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) project. During the campaign period, SHAHAR advisors worked with local municipal officials to help spread messages underscoring the importance of living and maintaining a clean urban environment and introduced the 3R concepts of Recycle, Reduce, and Reuse waste.

Creating a working group with the Mazar-e-Sharif Directorates of Environmental Protection, Provincial Education, Public Health, Balkh University, and SHAHAR advisors, the Municipality developed a comprehensive Solid Waste Management Plan (SWMP)

Implementation of this SWMP began with the identification of 35 established waste collection points in Nahya I, the district chosen for this pilot program. The points were then marked, coded, and labeled on satellite maps, and a fleet of waste collection vehicles were assigned to cover routes to collect garbage from those designated points. For further control and documentation, logbooks were created and assigned to each garbage truck, and the drivers were instructed as to the logbook use. The practice will continue on a regular basis.

Where before there were unsightly and unhygienic piles of garbage, now there are clean city streets. The use of set waste collection points and established truck routes ensures rapid, regular, and documented rubbish collection. Based on the success of the pilot project, Mazar-e-Sharif is now working to implement this waste collection system throughout all ten Nahyas of the municipality.

Proper SWM is a critical municipal responsibility as well as a citizen priority, and it remains a focal point of the SHAHAR project and its capacity building efforts. SHAHAR works with its partner municipalities to emphasize low-technology SWM practices that are cost effective and sustainable.





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## SUCCESS STORY

### Streamlined Municipal Services “Wow” citizens in Aybak

*Citizen Service Center is using new upgraded IFMS system and seeing great results*

*“Before we had our CSC, municipal officials went door-to-door to collect Safayi fees. We had no knowledge of where our money went, and we were very suspicious of the municipality and its representatives. But now, with the activation of our Aybak CSC, procedures are computerized, and we can see our payments going directly into the municipal bank account. It is a transparent and trustworthy procedure now,” commented one Aybak resident.*



Aybak Municipality Citizen Service Center

#### Telling Our Story

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Too many Afghan municipalities suffer from either none or old and inadequate IT systems characterized by technical glitches, lack of customer service, and outdated, administrative practices that result in citizen confusion and mistrust. This negativity has far reaching effects in that citizens are reluctant to pay their taxes, business licenses and other fees; they feel there is little or no accountability as to where their payments actually go or what the proper fees collection process is.

But this scenario has changed in Aybak Municipality. The USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) project is currently renovating old municipal citizen service centers (CSCs) that have fallen into disuse, and in some cases, building new ones where such centers did not previously exist. Part of the overhaul process involves the installation and staff training on an upgraded Integrated Financial Management System (IFMS). This system enhances customer services, reduces wait times, improves response times, and increases overall municipal services transparency. After the recent upgrading of Aybak Municipality's IFMS system, near instant results and greater service delivery and efficiency were attained.

Standard municipal functions such as approval and renewal of business licenses, property registration, and payment of the Safayi tax are streamlined through the use of this IFMS system, allowing customer service representatives more time to interact directly with citizens and attend to other administrative and support tasks.

SHAHAR program advisors throughout all four regions are working simultaneously with municipal counterparts in CSCs to enable the IFMS system, iron out technical issues, and provide one-on-one training with municipal customer service officers in systems operation. As more Afghan municipalities' CSCs come online, the days of long queues and unhappy citizens will be in the past. These streamlined procedures will allow Afghan municipalities to offer better, transparent services to their citizens, and this in turn will lead to greater citizen confidence, as well as increased revenue collection ability by local government.





## SUCCESS STORY

### Afghan Citizens Gaining a Voice in Local Governance

*Women and youth are starting to turn out in numbers for municipal-led public hearing events.*



Public Budget Hearing takes place in Lashkar Gah



Qala-I-Naw MAB members and other stakeholders are gathered at a public hearing to prioritize and vote for local development projects in Qala-I-Naw.

*"The number and range of citizens expressing interest in municipal affairs and taking part in local decision-making is increasing day by day. This is building a feeling of trust with our municipal government; we see an improvement in public services and our citizens better understand what services are available to them and the cost of such services," said the Deputy Head of Qala-I-Naw MAB, who is also a woman.*

#### Telling Our Story

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Afghanistan is a nation of youth; approximately 70% of the population is under the age of 25. Yet the traditionally conservative and hierarchical structure of Afghan society restricts the involvement of young people and women in governance affairs and decision-making processes.

To help engage all citizens with their local government, the USAID Strong Hubs for Afghan Hubs and Resilience (SHAHAR) program pioneered municipal-level public hearing events as an effective way to promote two way dialogues between citizens and local government. With the advent of the fiscal New Year, SHAHAR advisors made concerted outreach efforts to raise the awareness of women and youth about these public forums and encourage them to attend the municipal-led hearings. During the hearings, Mayors present annual budgets and introduce local development projects that affect all members of the community. When a municipal budget is locally agreed upon, it is sent to the Governor's Office and finally to the national government for approval. It is then returned to the municipality who then holds follow up hearings to keep citizens updated on budget decisions that will affect them.

This public hearing format encourages transparency, and provides a platform for citizens to ask questions and speak out on topics they wish to learn more about. This concept allows for a more culturally traditional setting, yet still achieves the goal of encouraging two-way communication. Public hearings provide local government a way to prioritize development projects based on citizen feedback, and budget use and expenditure is transparent for all citizens to understand and comment upon.

This year, program community outreach advisors specifically visited universities, Local Department of Women's Affairs (DoWA) offices, youth *shuras* (councils), relevant women's civil society organizations and other special interest groups to raise their awareness of the public hearings, and encourage attendance.

Outreach results paid off. During recent public budget hearings in the southern municipalities of Kandahar, Lashkar Gah, Tirin Kot, and Qalat record numbers of women and youth attended. Of these four municipalities, a total of 44 women attended, and 91 young people. Similarly, Qal-I-Naw Municipality in the western sector of the country also recorded noteworthy attendance figures for women and youth. With the preponderance of youth in Afghanistan, and growing local governance interest among women, municipalities will be able to make more balanced decisions in the best interests of all citizens.





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## SUCCESS STORY

### Women and Youth Embrace City-Wide Greening Efforts in Feroz Koh

**Comprehensive public awareness raising campaign resulted in record turn-out for municipal cleaning and greening initiative**



Cleaning and Greening public awareness briefing session with local Wakil-e-Gozar in Feroz Koh

**A Feroz Koh municipal official said: "The awareness raising special effort was worth it, as we have reached citizen groups that previously did not get involved with local initiatives. We welcome the enthusiasm the women brought to our city greening event."**



Local women get involved in Feroz Koh's city-wide greening initiative.

#### Telling Our Story

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Every year the Afghan Municipality of Feroz Koh celebrates the start of the solar New Year by planting large numbers of young trees and flowering shrubs. But this year was special as it was the first time that large numbers of women and youth participated in the springtime activities.

A major tenant of the USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) project is to help build citizen awareness about the importance of practicing environmental protection measures and maintaining clean and green urban spaces. This year, SHAHAR helped launch a Cleaning and Greening Public Awareness Campaign throughout all 20 program partner municipalities; a special effort was made to target women and youth who in previous years did not participate in the tree planting ceremonies.

Prior to the event, SHAHAR program advisors assisted their municipal counterparts to hold a series of awareness raising meetings with important local groups such as: the local youth *shura*, the Feroz Koh City Council and Municipal Advisory Board (MAB), the Department of Woman's Affairs (DoWA), local women's interest groups, and *Wakil-e-Gozars*, who were all asked to spread campaign messages through each *Nahya*, or administrative district, of the city. Campaign advocates also held special media briefings with *Radio Sadaye Adalat* and *Radio Feroz Koh* which further helped spread messages through repeated public service announcements.

The result was a record turn-out for the tree planting events, which included approximately 50 women and a large number of youth as well. To inaugurate the ceremony, the Ghor Governor specially welcomed the large number of women participants, and underscored the importance of both environmental awareness and protection as well as the necessity of women and youth inclusion in all municipal events.

In the case of Feroz Koh, their Cleaning and Greening Campaign had the dual advantage of bringing betterment and beautification of the city, and also putting issues of gender equality and inclusion at the forefront of citizenry and local governance officials. Citizens commented that women's participation added a wholesomeness to the greening efforts not seen before.





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## SUCCESS STORY

### Young Afghans Joining the Workforce in Shibirghan Municipality

#### **Three young Afghans discover a promising future in local governance**

*"We are grateful for the support SHAHAR has provided our municipality in helping us reach out to our local youth. Our young recruits offer us fresh perspectives, and they are a valuable addition to our team. Shibirghan will continue to reach out to women and youth; we realize that local governance needs include and represent all segments of our community," Mr. Khan, Human Resources Manager, Shibirghan Municipality.*



*Shibirghan Municipality Human Resources Manager working with young new recruits.*

#### **Telling Our Story**

U.S. Agency for International Development  
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Afghanistan has one of the youngest populations in the world, so it is understandable that job creation for youth is a priority for the country. To help support youth inclusion in the local governance sector, USAID Strong Hubs for Afghan Hope and Resilience (SHAHAR) has been working closely with its partner Afghan municipalities to develop the Action Strategies for the Participation of Women and Youth in Municipal Governance (ASPWY) initiative. Based on assessments from earlier SHAHAR program surveys, SHAHAR designed specific strategies for each municipality to raise the awareness of women and youth about employment opportunities within municipal government, to advocate with local municipalities for job allotments for these groups, and to assist women and youth who are interested to apply for municipal positions to develop their skills, thus making them attractive job candidates.

Within Shibirghan Municipality these efforts were realized through the recent hiring of three young men, aged 25 and below, who were chosen to fill two positions as Revenue Collection Officers and one as Business Licensing Officer. This is the young graduates' first job. The young men became aware of municipal employment opportunities through community outreach efforts and local announcements spearheaded by the SHAHAR public awareness campaign targeting youth and encouraging their involvement with local government. The program simultaneously worked with the Municipality's Human Resources team to allocate roles for, and then advertise, current positions targeting the youth sector.

Throughout Afghanistan, program advisors continue to work closely with municipalities as well as Municipal Advisory Boards (MABs) to identify jobs well suited for youth, promote youth and women inclusion, and continue to reach out into local communities to encourage these groups to become involved in local government, as well as seek nomination onto local MABs.

Through their involvement, young people will be able to help drive local infrastructure development projects and policies that benefit themselves and all citizens equally. As seen in Shibirghan, these three young men are now in the position to gain important hands-on work experience that will help them to become valuable contributors to their communities in years to come.





## SUCCESS STORY

### *PPP Improves Women's Park and Generates Revenue*



*June 1, view of Women's Park in Maymana City*

Qamar one of the women who use the park stated that, "The Women's Park is the best place for the women and children who use the park; lots of women come to the park during the morning for exercise and sporting activities. Otherwise, there is not a safe and secure place for the women in Maymana. I thank the Maymana Municipality for providing this opportunity for the women."

#### **Telling Our Story**

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Following the Introduction to PPP workshop, SHAHAR's Strategic Planning Advisor in Maymana assisted the Municipality in preparing a lease agreement for the Women's Park for 2016. The park is only for women and young children and is used for such activities as morning exercise, jogging and picnics. Annual revenue generated for the Municipality will be 180000 AFN per year or approximately \$2,686 USD.

The required procurement process was completed, proposals evaluated, and a lease agreement signed by the Municipality and the successful offeror. The Mayor is optimistic about working with the private sector and welcomed this agreement as a positive initiative in increasing the Municipality's revenue.

Nazar Mohammad "Sahibzada," Maymana Mayor, stated, "I welcome this positive initiative; through such PPPs we can increase the municipality's income. I will try to lease other municipal properties like the vegetable market, slaughterhouse and city entrance gates with PPPs."

Sayed Hashmatullah, the private sector partner, said, "as a private business owner, I thank the Municipality for outsourcing the women's park to us. I hope this helps us develop our business by letting us serve women by providing better service for them."

Municipal staff have also noticed that this PPP has made a big difference in the quality of the park's environment and that more women feel it is a safe and secure place for picnics and other outdoor activities.